

Greater Sekhukhune District Municipality



INTEGRATED DEVELOPMENT PLAN: 2008/09

DRAFT

Foreword by the Executive Mayor



08/09 IDP/Budget review resumed with an in-depth analysis of our performance as a District in collaboration with our Local Municipalities since establishment in 2000.

There can be no doubt that over the past few years there has been significant delivery, which placed the needs of the poor and social issues such as health care, education, water services and social safety net. We also acknowledge that there is still some areas with backlogs that we need to prioritise between now and the coming years.

We have also revisited our “Vision” and “Mission” to ensure that we remain relevant and realistic to the challenges that are facing us.

Our revised Vision has been captured as:
“Development oriented leader in service deliver “

Whereas our revised Mission reads as:
“We provide creative integrated development solutions in partnership with
Local Municipalities and Communities”.

The above statements reaffirm our commitment and forward looking attitude towards better life for our Communities.

In the next financial year and years to come we are geared up to shift our focus to make use of the available infrastructure and investment opportunities to grow our economy and create jobs.

Together with our administration wing we would like to translate the plans and strategies that were developed into tangible projects.

In all our endeavours we commit to put our communities first.

Regards,

CLLR Namane Dickson Masemola
GSDM Executive Mayor

Executive Summary by the Municipal Manager



Considerable progress has been registered valuable lessons were learnt from the previous financial year. The 2008/09 IDP/Budget review has brought in more proactive and targeted interventions. We are tuned to take advantage of our dominant sectors, i.e agriculture, mining and tourism. Various interventions were prioritized within these sectors as part of our anchor projects, e.g Tjate Heritage site development is one of the key projects in this financial year, the project has been designed to showcase the culture of Bapedi and the rich history that is embedded in this part of the region.

In a nut shell one can confidently say that we are now matured and focused when it comes to Local Economic Development and provision of basic infrastructure. The construction of De Hoop Dam is a major move towards creating an enabling environment for more development. The development will further unlock more opportunities in mining, agriculture and tourism.

The promulgation of Land Use Management Schemes in this financial year will enable our Local Municipalities and Traditional Leaders to effectively allocate land for developmental purpose and conservation where necessary. This is one of the projects of its kind in a rural set up like ourselves but we are optimistic and looking forward to the successful implementation of this initiative.

The condition of our roads has a bearing on our economy and mobility of our people. We have prioritized most of our strategic roads with potential to promote economic activities as a start towards addressing this challenge.

An allocation has been made to put together investment plans for Burgersfort and to pursue the Township establishment initiative that is long overdue in Jane furse in order to curb urban sprawl and mushrooming of slums. These initiatives and other related activities are part of corridor development as outlined in our Spatial Development Framework.

In order for us to realize all the envisaged interventions, we pledge to partner with Sector Departments (National and Provincial), Local Municipalities, Parastals, State Owned Enterprises, Private Sector, Non Governmental Organisations, Community Based Organisations, and the Community.

Regards,

Municipal Manager
M.I. Kgetjepe

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Abbreviations

ANC	Antenatal clients (Health section)
ASGISA	Accelerated and shared growth initiative for South Africa
CFO	Chief Financial Officer
CSO	Civil society organisation
DLGH	Department Of Local Government and Housing (Limpopo)
DM	District Municipality
DME	Department of Mineral and Energy Affairs
DoA	Department of Agriculture
DWAF	Department of Water Affairs and Forestry
EIA	Environmental Impact Assessment
FBE	Free basic electricity
FIVIMS	Food insecurity and vulnerability information management system
GGP	Gross Geographic Product
GSDM	Greater Sekhukhune District Municipality
IDP	Integrated development plan
ISRDS	Integrated sustainable rural development strategy
LED	Local economic development
LGDS	Limpopo growth and development strategy
LIBSA	Limpopo Business Support Agency
LIMDEV	Limpopo Economic Development Enterprise
LM	Local Municipality
LSM	Living standard measures
LUMS	Land Use Management System
MDG	Millennium Development Goal
MLL	Minimum Living Level
MM	Municipal Manager
MTEF	Medium Term Expenditure Framework
NGO	Non governmental organisation
NSDP	National Spatial Development Perspective
PGM	Platinum group metals
PHC	Primary health care
PMS	Performance Management System
RAL	Roads Agency Limpopo
RDP	Reconstruction and Development Programme
SAPS	South African Police Services
SDBIP	Service delivery business implementation plan
SDF	Spatial development framework
SMME	Small, medium and micro enterprise
URP	Urban renewal programme
WSA	Water Services Authority
WSDP	Water Services Development Plan

1. Introduction

Sekhukhune is an area with a long and proud history. It is also a place of majestic beauty with regal mountains, lush valleys and meandering rivers. Under its soil, lie vast deposits of precious metals – so vast that they today contain the largest reserves of platinum group metals in the world. Above its soil, sprout more than 2200 indigenous species of vascular plants, making it an area of exceptionally high biodiversity that is globally recognised. It is a land blessed by natural beauty, unusual resource endowments and a compelling history dating back to the 16th century.

The people of Sekhukhune still remember the heritage bequeathed to them by their forefathers – by the legendary King Sekhukhune Ist who is still commemorated by South African leaders today, by the compassionate Pretoria Bishop, Michael Furse, who championed the cause of mineworkers in the early 1900s, by the hundreds of migrant workers who belonged to the celebrated Fetakgomo movement in the 1950s and by more recent heroes like Elias Motsoaledi. It is a legacy of resilience against all odds, and a commitment to uplifting the lives of the ordinary people of the region.

Modern-day Sekhukhune is found in Limpopo province, the northern-most part of South Africa. It covers an area of approximately 13 264 square meters, most of which is rural. It is estimated that only 5% of the Sekhukhune population live in urban areas. The main urban centres are Groblersdal, Marble Hall, Burgersfort, Jane Furse, Ohrigstad, Steelpoort and Driekop. Outside these major towns, one finds almost 546 villages, which are generally sparsely populated and dispersed throughout the District. The area's towns and villages are serviced by its major rivers – the Olifants River, Tubatse (Steelpoort) River and the Elands River, all of which supply a number of large dams. The Sekhukhune economy is driven largely by agriculture, mining and tourism.

History behind the names . . .

Elias Motsoaledi: A legendary hero who was born in Nebo and was later sentenced to life imprisonment as part of the Rivonia treason trial. He spent 26 years on Robben Island until his release in 1989.

Fetakgomo: The Sebatakgomo organisation was first founded by migrant workers in the 1950s. It later resurfaced as Fetakgomo, a Pedi idiom which appeals for unity.

Makhuduthamaga: Literally meaning “the executive”, this was a term used to denote members of the Fetakgomo movement in the 1950s

Marble Hall: In 1920, a Pretoria game-hunter discovered marble deposits in the area. He then encouraged some English-speaking friends to visit the site that he called Marble Hol (hole) – a linguistic mistake that is now ingrained in history as Marble Hall.

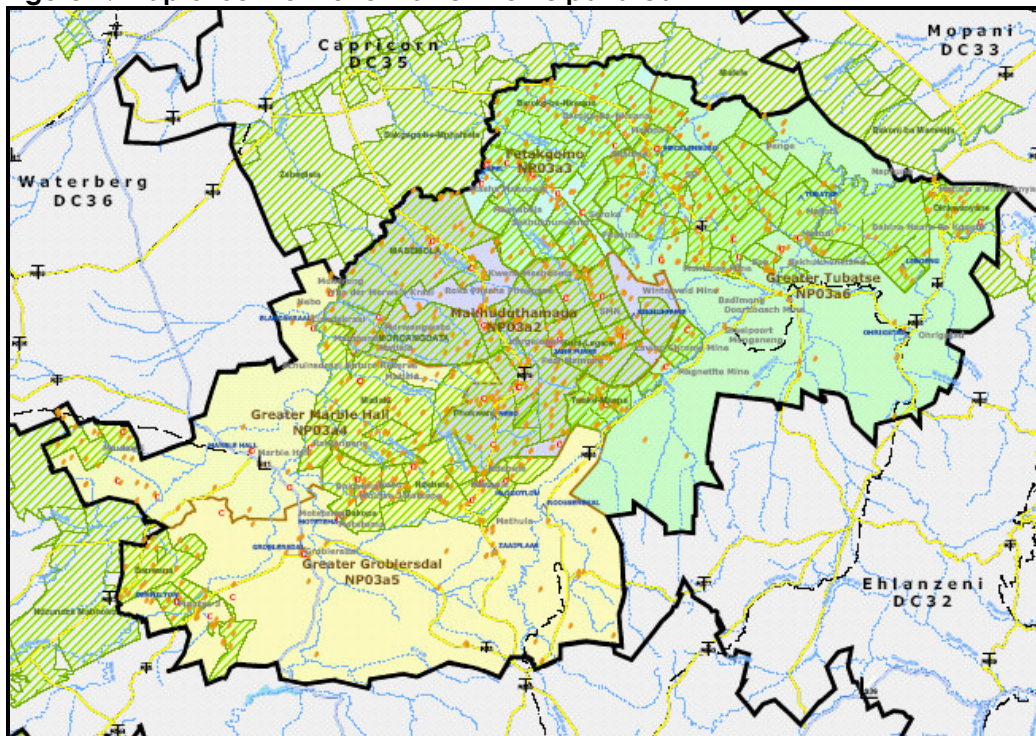
Tubatse: Named after the famous Tubatse (Steelpoort) River. The capital of the early Pedi empire, Manganeng, was found on the banks of this river in the early 1800s.

The area is governed by the Greater Sekhukhune District Municipality (GSDM), a Category C municipality established in December 2000. Until early 2006, the District was a cross-border municipality, straddling the Limpopo and Mpumalanga provinces. In 2005, following a Constitutional amendment disestablishing cross-border municipalities, the District was wholly incorporated into Limpopo Province – a move that has caused some social tensions in the area.

The District is made up of 5 local municipalities (LMs) – Elias Motsoaledi Local Municipality (formerly the Groblersdal Local Municipality), Fetakgomo Local Municipality, Greater Marble Hall Local Municipality, Greater Tubatse Local Municipality and Makhuduthamaga Local Municipality. Marble Hall Municipality is predictably found within the Marble Hall area, whilst the others are centred on major conurbations like

Groblerdsdal (Elias Motsoaledi), Apel (Fetakgomo), Burgersfort (Tubatse) and Jane Furse (Makhuduthamaga).

Figure 1: Map of Sekhukhune District municipal area



In May 2006, the District developed its five year Integrated Development Plan (IDP) covering the period 2006 to 2011. In line with legislative requirements, this document is an annual review of that IDP for 2008/09. As will be evident from the rest of this Plan, we have confirmed many of the challenges we face, re-committed ourselves to our development strategies and adopted a set of annual projects that will incrementally assist us in attaining our overarching developmental vision.

1.1 BACKGROUND OF INTEGRATED DEVELOPMENT PLANNING

Integrated development planning is one of the key tools used by the South African Government to tackle its developmental role as required in by the Constitutions of South Africa and other applicable legislation. Integrated Development Planning is a function of municipal management and is part of an integrated system of planning and delivery. The integrated development planning process is meant to arrive at decisions on issues such as municipal budgets, land management, promotion of local economic development and institutional transformation in a consultative, systematic and strategic manner. It therefore not only inform municipal management on key issues, but also guides the activities of any agency from the spheres of government, corporate service providers , NGOs and the private sector within municipal areas.

Integrated development planning is a process through which municipalities prepare an integrated development plan (IDP) which is the strategic planning instrument that guides and informs all planning, budgeting, management and decision-making in a municipality. The purpose of the IDP is to foster more appropriate service delivery by providing the framework for economic and social development within the municipality.

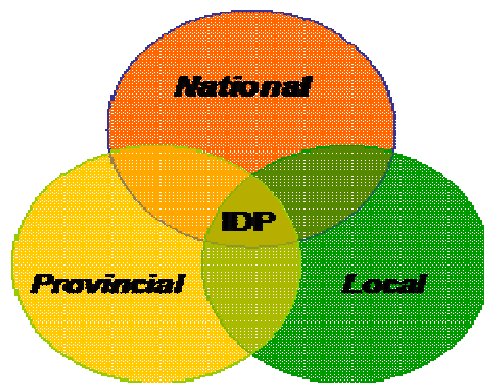
IDP is a mechanism for alignment and coordination between different spheres of government and sectors of development because it:

- Serves as a basis for communication and interaction between different spheres of government and sectors of development.
- Ensures accountability and partnership by debating concrete issues, planning and resource allocation decisions.
- Harnesses all public resources of the three spheres of government, behind common goals within a framework of municipal support.
- Promotes integration of sectorally divided departments at local level.

In this way cooperative governance is encouraged so that service delivery to the most needy can be expedited.

The cooperative governance in the Integrated Development Planning process between three spheres of government can be illustrated as follows:

Figure 2: Spheres of Government



Local Sphere

At local government sphere, municipalities and metros formulate, adopt and implement IDPs in terms of Municipal Systems Act 32 of 2000 and other relevant legislations. Community and stakeholder participation in determining the needs and priorities is central in the IDP process. The IDP process is however not collection of community needs or plans but are municipal wide plans that have to take those needs into account together with strategic issues incorporating provincial and national priorities and strategies.

Provincial Sphere

Development planning at this level occurs through the Provincial Growth and Development Strategies (PGDS) that are driven by the Offices of the Premiers. It is at this level where coordination and alignment between district municipalities, as well as alignment of IDPs with sector department policies and programmes is facilitated.

National Sphere

National provides legislations and policies in support of IDPs and should be aligned with provincial policies and strategies. There are also policy frameworks from various national departments affecting the formulation of the IDPs. It is also at this level where significant amount of financial resources for the

implementation of projects lie with sector departments. The availability of the IDP provides guidance to the departments as to where their services are required and hence where to allocate resources.

1.2 Process plan

This IDP is also the culmination of a participatory process involving our local communities and other stakeholders. The process which was followed for the 2008/2009 budget review is captured in the following table:

Table1: IDP Process Plan

Activity	Month
Review previous years IDP/budget process. (MTEF to be included). Complete budget evaluation checklist. Executive Mayor provide political guidance over budget process and priorities that must guide preparation of budget Establish committees /consultation forums for IDP/budget process.	July 07
Consultations with established committees and consultation forums. IDP managers and CFO's joint sectoral management team meeting.	August 07
Determine revenue projections and proposed tariffs and draft initial allocations per function and department for next financial year (NB strategic objectives to be considered). Consult with provincial and national sector departments on sector specific programmes for alignment (schools, libraries, clinics, water, electricity, roads, etc). Consult with local municipalities on IDP projects	September 07
Council through IDP review process determines strategic objectives for service delivery and development for next three year budgets including review of provincial and national sector and strategic plans. Quarterly review of 07/08 budget and IDP, related policies, amendments (if necessary), any related consultative process. Take cognizance of national policies and budget plans and possible price increases in bulk services. Consult with established committees. Begin preliminary preparation of proposed budget for next financial year with consideration being given to past performance.	October 07
Review and draft initial changes to IDP. Finalize tariffs.	November 07
Review of proposed plans against broad policy directives by Executive Mayor and Municipal Manager. Finalize proposed budget and plans for next financial year with consideration being given to past performance.	December 07
Mid year performance review, review IDP, related policies, amendments, any related consultative process.	January 08
Submission of proposed budget, IDP and plans for the next three years to management. Submission of proposed budget, IDP and plans for the next three years to Executive Mayor. Submission of proposed budget, IDP and plans to portfolio committees. Submission of proposed budget, IDP and plans to Mayoral Committee. Notify local municipalities of proposed allocations (if any).	February 08
Issue notice of Council meeting to consider proposed budget. Council considers proposed budget and IDP for next three years. Submit approved budget and IDP to NT and PT.	March 08

Activity	Month
Publish approved budget and IDP for public comment.	
Quarterly review of 07/08 budget, IDP, related policies, amendments (if necessary), any related consultative process. Consultation with NT and PT, community participation and stakeholder consultation. Executive Mayor to consider all submissions emanating from consultative process taking into account third quarterly review of current year.	April 08
Submission of budget, IDP, SDBIP and Budget process for 09/10 to Portfolio Committees. Submission of budget, IDP, SDBIP and Budget process for 08/09 to Mayoral Committee. Submission of budget, IDP, SDBIP and Budget process for 08/09 to Council. Draft performance agreements of MM and senior managers to Executive Mayor. Publish SDBIP, revenue and expenditure projections for each month, service delivery targets and performance indicators for each quarter.	May 08

1.3 Role-players in the Sekhukhune IDP process

The Municipal Manager (MM) is the ultimate champion of the Integrated Development Plan. There are also other important role-players in the Sekhukhune District process, however. Their roles and responsibilities are captured in the table below.

Table 2: Roles and responsibilities of key role-players

Structure	Roles and responsibilities
Council	<ul style="list-style-type: none"> Political decision making body Consider, adopt and approve the IDP Review Ensured alignment of the reviewed IDP report with the District framework. Ensured that all relevant stakeholders are involved Responsible for the overall management, coordination and monitoring of the IDP Review process
Executive Mayor	<ul style="list-style-type: none"> Provides political guidance over the budget process and the priorities that must guide the preparation of a budget Manages the drafting of the municipality's IDP. Tables the IDP Review and Budget to Council
Members of Mayoral Committee	<ul style="list-style-type: none"> Recommend the approval of the IDP Review to council
Municipal Manager	<ul style="list-style-type: none"> Manages and coordinates the review process Ensures that all departments fit in the organisational vision

IDP Managers	<ul style="list-style-type: none"> • Offer strategic guidance and management to the review process • Ensures that implementation takes place within the available resources • Ensures that all relevant stakeholders are appropriately involved
IDP Management Committee	<ul style="list-style-type: none"> • Monitor, evaluate progress and provide feedback • Provide technical guidance to review process in all municipalities • Ensure and maintain integration and alignment • Standardise the planning processes • Recommend corrective measures
Budget Management Committee	<ul style="list-style-type: none"> • Ensure alignment of proposed budget with IDP; • Ensure that sufficient funds provided on the budget for projects as per IDP; • Record realistic revenue and expenditure projections for current and future years; • Take cognisance of national, provincial budgets, DORA and national fiscal and macro-economic policy
IDP Representative Forum	<ul style="list-style-type: none"> • Represents the interests of the constituencies in the IDP Review • Ensures communication between all stakeholders • Provide planning information • Assist in projects and budgeting linkages
Communities	<ul style="list-style-type: none"> • Participate in the IDP Rep Forum. • Identify and prioritise the needs • Discuss and comment on the draft IDP review document
Private Sector	<ul style="list-style-type: none"> • Inclusion of their projects in the IDP of the municipality • Provide information on the opportunities that the communities may have in the private sector

1.4 A note on methodology

The Sekhukhune District's approach to this review process was consultative and participatory. The process included integrating and aligning actions and programmes with all local municipalities and other stakeholders through the adopted frameworks as well as the process plans. The process necessitated that various meetings/workshops be held with local municipalities, government departments and other stakeholders through the established structures mentioned above. Although most of the work was done by the steering committee, it was also important that regular meetings/consultations with other structures were done to ensure representation and participation. Local municipalities also have their own structures which are established for the review process where local needs and issues are raised to inform the local IDPs. It is at the district steering committee where alignment of processes, projects and budgets between the district and local municipalities is ensured.

The review process was done in terms of the IDP methodology guide pack which provides phases of the IDP process. All the phases were incorporated in the district IDP framework programme linking all the activities by both the district and local municipalities not leaving behind integration with national and provincial government.

The district like most municipalities is sourcing most of its primary data from Statistics SA 2001 reports. Other sources with updated information have also been used, including the recently developed strategies at the district level as well as strategies and reports developed at provincial and national level. All information sourced is referenced throughout the document. It should be noted that common baseline information is still a challenge not only in GSDM but most of the municipalities and government departments. In order to address this challenge the municipalities should agree on which sources to use for baseline information until the next census by Statistics SA.

1.5 MEC for Local Government and Housing's comments on 07/08 IDP/Budget

The following plans and strategies were not included in the 07/08 IDP/Budget

Plans/Programmes	Progress
1. Municipal Institutional Plan	The Organisational structure was not captured in the IDP at the time when the draft IDP/Budget was assessed. A copy has been attached on this draft IDP, but it will be reviewed or amended if necessary towards the end of the review process to respond to the capacity required in the implementation.
2. 5 year Financial Plan	In the process of developing the 5 year plan. Once finalised it will be incorporated in the final IDP/Budget 08/09 document.
3. Risk Management Plan	Developed and adopted for implementation in 07/08 financial year.
4. Tourism Development Strategy	Developed and adopted by Council in 2007. Implementation of the identified interventions started in 07/08 financial year.
5. Integrated Waste Management Plan	It has been developed in 07/08 and is awaiting approval by Council.
6. Air Quality Management Plan	The plan is being developed in the current financial year.
7. Integrated Waste Management Plan	Developed and approved by Council. Implementation is in progress.
8. Integrated Environmental Management Plan	Developed and awaiting Council approval

2. Municipal planning within an intergovernmental system

Integrated development planning at local sphere should not be viewed in isolation from that of major national and provincial development plans. It is a key priority for government to work as a whole and improve the impact of its programmes in achieving common objectives and outcomes particularly with respect to economic growth and addressing the needs of the poor. This requires improvement in performance through focused implementation and better integration and alignment across all spheres.

The need to obtain a shared approach to planning and alignment between the Provincial Growth and Development Strategies (PGDSs), IDPs, and the National Spatial Development Perspective (NSDP) is always stressed in government occasions including president's State of the Nations Address. The PGDS, IDP, and NSDP are regarded as planning instruments which together with the Medium Term Strategic Framework (MTSF) form the core of the South African intergovernmental planning system.

This chapter looks at the above-mentioned strategies that the district IDP is located within.

2.1 The National Spatial Development Perspective

The National Spatial Development Perspective (NSDP) (Presidency, 2006) is the primary spatial lens through which policymakers view socio-economic development in the country as a whole. It presents a wide variety of socio-economic trends emerging in South Africa, and then draws inferences about how that emerging space economy should affect public investment (expenditure) in the immediate future.

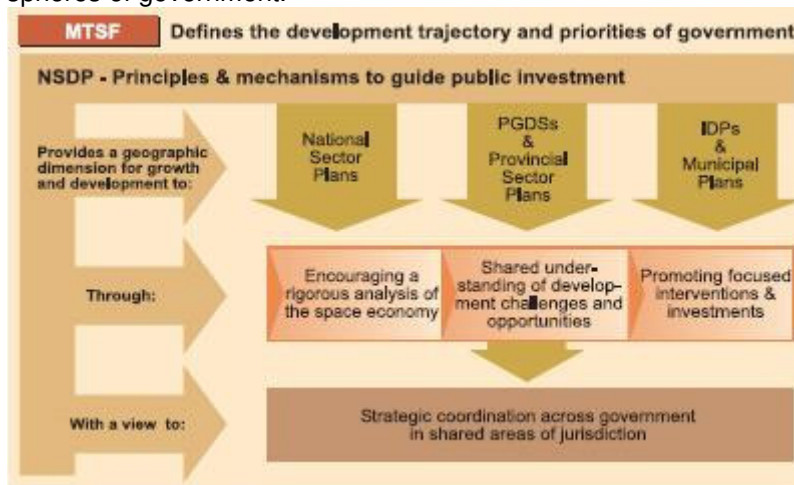
2.1.1 NSDP principles

Those interpretations and conclusions are, however, guided by a number of normative principles that ultimately steer national infrastructure investment and development decisions. The five NSDP principles are that:

- Sustained, inclusive and rapid economic growth is a pre-requisite for the achievement of other policy objectives (especially poverty alleviation)
- Government has a Constitutional obligation to provide basic services (water, electricity, health, education, etc) to all citizens wherever they reside
- Beyond the Constitutional obligation identified above, government spending on fixed investment should be focused on localities of economic growth and/or economic potential. This would enable it to leverage in private investment, to stimulate sustainable economic activities and to create long-term employment opportunities
- Efforts to address past and current social inequalities should focus on people, not places. In places with low economic potential, government should, beyond the provision of basic services, concentrate mainly on human capital development (through providing education, social grants and poverty-relief programmes). Government should also provide people living in these areas with labour-market information to allow them to migrate to other (higher-potential) localities if they choose to do so.
- Future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to/link to the main growth centres in the country. Infrastructure investment should primarily support localities that will become major growth nodes in South Africa.
-

These principles are aimed specifically at focusing government action and investment to achieve maximum social and economic impact within the context of limited resources. These principles facilitate structured and rigorous analysis that enables comparison between places and between sectors, to assist all three spheres of government in weighing up trade-offs, making clear choices and maximizing the impact of scarce state funds. It also necessitates the regular updating and sharing of information to prevent duplication and ensuring that decisions are based on the current reality on the ground. The diagram below illustrates:

Diagram 1 : The NSDP principles and perspective informing the basis for robust analysis for the three spheres of government.



Source: National Spatial Development Perspective. The Presidency (2006)

The NSDP indicates that each sphere of government has its own distinct development tasks and related planning frameworks corresponding to the scale of operations and the area of jurisdiction. For these frameworks to be coordinated and strategically aligned, each sphere will have to adopt the NSDP methodology and approach.

2.1.2 The national space economy

The NSDP was initially approved by Cabinet in 2003 (The Presidency, 2003) and provided a comprehensive overview of emerging trends in the country at the time. In 2006, a revised NSDP was released (The Presidency, 2006) based largely on newly-commissioned data. The new information enabled an updated picture of the emerging national space economy to surface.

The space economy is described primarily in terms of economic potential and of economic need. These are captured in the table below.

Table 3: NSDP categories of economic potential and needs

Categories of economic potential	Categories of economic need
<ul style="list-style-type: none"> • Innovation and experimentation • Production of high-value differentiated goods (not strongly dependent on labour costs) • Production of labour-intensive, mass-produced (more dependent on labour costs and/or on natural resource exploitation) • Public services and administration • Retail and private sector services • Tourism 	<ul style="list-style-type: none"> • Number of people below Minimum Living Level¹ (MLL) • Weighted poverty gap • Human development index

Source: The Presidency (2006). National Spatial Development Perspective.

The general trends described are that of a population moving out of rural areas into major cities and towns across the country. A number of social trends are also described, including the fact that more than 20% of all social grants are allocated to people in Limpopo.

Most significantly, the NSDP states that a very small part of South Africa is currently responsible for most of the country's economic activity. The largest local contributors to national economic activity were Johannesburg, Cape Town, eThekweni, Tshwane, Ekurhuleni and Bojanala District.

The NSDP and Sekhukhune

According to the NSDP, the Sekhukhune District:

- Is the 15th most populous District/Metro in the country, hosting 2,16% of the national population
- Has the 4th largest out-migration (people migrating out of the District) in the country with 6.69% of its total population (2001) opting to leave Sekhukhune
- Ranks 10th in the list of Districts/Metros who have the highest number of people living below the MLL (i.e. a measure of poverty)

Source: The Presidency (2006). National Spatial Development Perspective.

The picture painted by the NSDP, then, is of a landscape where economic activity is currently concentrated in the country's largest cities and towns. Within Limpopo province, this would include areas like Polokwane, Thohoyandou-Giyani, Phalaborwa, Thabazimbi and Tzaneen.

¹ The minimum income required to sustain a household. It's a measure of poverty, different to the Asset Index and Living Standards Measures (LSM) mentioned in the next chapter of this IDP.

2.2 The Limpopo Growth and Development Strategy

The Limpopo *Growth and Development Strategy* (LGDS) (Limpopo Province, 2005) is aimed at enhancing the competitive advantages of the province. It is underpinned by a number of objectives:

- Improving the quality of life of the people of Limpopo
- Growing the economy of the province, especially through mining, tourism and agriculture
- Enhancing innovation and competitiveness
- Pursuing regional integration
- Improving the institutional efficiency and effectiveness of government

The core of the Strategy centres on promoting seven economic development clusters, each of which has a spatial reference.

Table 4: Key LGDS clusters

Cluster	Spatial location
Platinum and chrome mining cluster	<ul style="list-style-type: none"> • Dilokong Corridor between Polokwane and Burgersfort (Sekhukhune District) • Waterberg District
Coal mining and petrochemical cluster	<ul style="list-style-type: none"> • Lephalale on the East-West corridor (Waterberg District)
Horticulture (fruit and vegetable cluster)	<ul style="list-style-type: none"> • Vhembe District • Mopani District • (former) Bohlabela District
Logistics cluster	<ul style="list-style-type: none"> • Polokwane (Capricorn)
Red and white meat cluster on all the corridors	<ul style="list-style-type: none"> • All Districts
Forestry cluster	<ul style="list-style-type: none"> • Mopani District • Vhembe District
Tourism cluster	<ul style="list-style-type: none"> • All Districts

Source: Limpopo Province (2005). Limpopo Growth and Development Strategy

As indicated by the table above, the 3 strategic clusters for the Sekhukhune District to take note of are the:

- Platinum mining cluster
- Red and white meat cluster
- Tourism cluster

Each of these is discussed in more detail below.

2.2.1 Platinum and chrome mining cluster

The LGDS identifies a number of anchor projects for the platinum/chrome mining cluster, which include the nurturing of new mines as well as smelters in the affected areas. It also identifies upstream activities (such as input suppliers) as crucially important. Downstream activities, on the other hand, focus on the potential high-value uses of these minerals in autocatalysts, jewellery production and so forth.

A case for value-adding activities

Background research done for the Sekhukhune *2025 Strategy* points out that the value of platinum group metal (PGM) ore is very low – in fact, possibly as low as 30 cents/kg. Some estimates place the value of the ordinary (just mined) platinum ore at only 13% of the refined material.

(Goode and Granville, 2006)

The LGDS also calls for a number of public sector interventions to maximise the potential opportunities of this cluster. These include upgrading the road between Burgersfort and Polokwane, water source development, skills development (especially around mining) and improved service delivery for residential development around the mines.

It must be noted that this is a critically important cluster for the Sekhukhune District because, as the next chapter will show, the platinum mining sector is predicted to expand rapidly over the next 20 years in the area.

2.2.2 Red and white meat cluster

The red and white meat cluster targets cattle, poultry and animal-feed production in the province. According to the LGDS, significant potential also exists for goat farming and using the growing game farming industry as an entry point into the venison market.

A number of public sector interventions are identified that will assist in the development of this cluster. These include the commercialisation of state farms, developing the skills of emerging livestock farmers and encouraging public-private partnerships with established commercial farmers.

Some of these ideas are already being tested in Sekhukhune. Marble Hall Local Municipality, for instance, has recently made concerted efforts to link emerging farmers with established commercial farmers in the area.

2.2.3 Tourism cluster

Limpopo enjoys a unique competitive advantage in tourism. Amongst its many potential attractions, the LGDS singles out the following key sub-clusters:

- Special interest activities (such as Mapungubwe and Nyslvlei birding)
- Game-industry value chain
- Golf and game tours
- Biospheres (such as Waterberg, Soutpansberg and Lowveld)
- Family entertainment (including resorts, sports places and picnic spots)
- Polokwane business tourism (anchor projects to include an international convention centre, sporting complex and the airport)
- Mountain adventure on escarpments
- Transfrontier Parks

Many of these identified sub-clusters have direct significance for Sekhukhune. As with the other clusters, the LGDS also identifies the types of public sector interventions that could facilitate the growth of tourism in Limpopo. This includes the commercialisation of provincial game reserves, education and skills development in the sector, the rehabilitation of degraded landscapes, the improvement of access roads and collective marketing. These interventions are in line with current thinking within the Sekhukhune District and the adopted *2025 Development Strategy* places considerable emphasis on improving road and other infrastructure in order to enhance tourism.

2.3 Municipal planning within an intergovernmental system

The NSDP and the LGDS have very obvious implications for the Sekhukhune IDP, not necessarily all positive. As this chapter has continuously pointed out, several key national and provincial recommendations are already being explored locally within the Sekhukhune District and its Local

Municipalities. However, there are also realities that the District is currently grappling with that may not have appeared on the radar screens of other spheres as yet. The next chapter sets out the Sekhukhune reality. Its intention is not only to guide our own development trajectory in the future, but also that of our partners in government.

Defining local potential

“while the NSDP provides an initial interpretation of the potential of different localities and sectors, this is not a definitive measure. Provincial Growth and Development Strategies (PGDSs) and Integrated Development Plans (IDPs) will need to provide more rigorous assessments of potential by combining the NSDP’s initial interpretation with local knowledge and research. Through a process of interaction and dialogue, these provincial and municipal planning instruments will then define each locality’s development potential.”

(NSDP Preface, 2006)

This IDP forms a critical lynchpin in that dialogue. The next few chapters highlight not only the District’s assessment of its own potential, but also what is required to overcome the challenges currently preventing it from realising this potential. As will become evident, the effort required is one that will need to be spread across all spheres of government.

3. A situational analysis of the Sekhukhune District

1 MUNICIPAL PROFILE

The District is made up of 5 local municipalities (LMs) – Elias Motsoaledi Local Municipality (formerly Groblersdal Local Municipality), Fetakgomo Local Municipality, Greater Marble Hall Local Municipality, Greater Tubatse Local Municipality and Makhuduthamaga Local Municipality.

All these local municipalities constitute Greater Sekhukhune District Municipality (GSDM), which is a Category C municipality established in December 2000. The District was a cross-border municipality, straddling the Limpopo and Mpumalanga provinces until early 2006.

The entire district now falls in Limpopo Province found in the northern part of South Africa. The district which lies in the south-eastern part of the province, covers an area of approximately 13 264 square kilometers, most of which is rural with almost 605 villages, which are generally sparsely populated and dispersed throughout the District. It is estimated that only 5% of the Sekhukhune population live in urban areas.

The district consists of 116 wards which are broken down per local municipality as follows:

Table 5: Number of wards per Local Municipality

Local Municipality	Number of Wards	Number of Village
Elias Motsoaledi	29	104
Fetakgomo	13	87
Greater Marble Hall	14	69
Greater Tubatse	29	202
Makhuduthamaga	31	143
TOTAL	116	605

3.1 Demographic profile

3.1.1 The Sekhukhune population

According to analyses done for the District's *Water Services Development Plan* (2005), the total population of Sekhukhune is estimated at 1,024,748. The most populated local municipalities are Tubatse, Makhuduthamaga and Elias Motsoaledi, respectively.

Table 6: Breakdown of population per local municipality

Municipality	Total
Fetakgomo	112,232
Elias Motsoaledi	247,488
Makhuduthamaga	262,726
Marble Hall	124,510
Tubatse	343,468
Total	1,090,421

Source: STATSSA 2007

As the previous chapter highlighted, however, NSDP calculations place Sekhukhune in the top 20 most populous Districts/Metros in South Africa (in 15th position). The NSDP also declares that the District hosts 2,16% of the total South African population (The Presidency, 2006).

The Sekhukhune population is divided into a number of households. The next table illustrates the division of households per local municipality.

Table 7: Households per local municipality

Municipality	2001	2007
Fetakgomo	18,789	21,851
Elias Motsoaledi	45,478	46,841
Makhuduthamaga	54,206	53,651
Marble Hall	24,189	28,215
Tubatse	53,850	66,611
Total	204,744	217,171

Source: STATSSA 2007

Most Sekhukhune households are headed by females, a characteristic that has significant social implications for the District. This situation is largely the result of the economic migration of male family members to seek work outside the District.

Out-migration and male absenteeism in Sekhukhune

A striking characteristic of the Sekhukhune population is the high levels of male absenteeism in the District. This is the result of most males being forced to seek work outside Sekhukhune. The table below is based on a sample survey in the area, and attempts to characterise the types of migrants that leave Sekhukhune households to seek work in other parts of the country.

Table 8: Categories of migrants from Sekhukhune households

Category	Number	%
Regular migrants (return every week or month)	70,257	56,8
Seasonal migrants (for a limited period each year)	34,005	27,5
Prolonged period away (more than 6 months at a time)	19,496	15,7
Total number of absentee migrants	123,759	100

Source: DoA and FIVIMS (2007c). Household characteristics influence poverty and food insecurity.

Economic migration clearly affects both current population figures and projected population growth in the District. As subsequent sections of this chapter will show, it also fundamentally affects economic planning in Sekhukhune. Current discussions on augmenting rail transport in the area, for example, are underpinned by analyses of the number and types of migrants who travel in and out of the area.

What is undisputed is that the remittances sent back to Sekhukhune households by workers elsewhere contribute significantly to livelihoods in the District. The table below, also based on a sample survey, attempts to quantify the remittances received by households in the District.

Table 9: Remittances received by Sekhukhune households in 2006

Amount bracket	%
Less than R500	12,9
R500 – R1,000	23,7
R1,001 – R3,000	12,7
More than R3,000	50,7
Total	100

Source: DoA and FIVIMS (2007c). Household characteristics influence poverty and food insecurity.

According to the NSDP, the Sekhukhune District has the 4th largest out-migration (people migrating out of the District) in the country with 6.69% of its total population (2001) opting to leave Sekhukhune (The Presidency, 2006). The volume and nature of migration is clearly a factor that development planners in the District need to take into account in their medium-term planning.

Population growth rates

UNISA's Bureau for Market Research estimates population growth in Sekhukhune as follows:

Table 10: Projected population growth rates in Sekhukhune

Municipality	2005	2006	2007	2008	2009
Fetakgomo	97,141	98,278	99,349	100,342	101,346
Elias Motsoaledi	233,215	236,014	238,657	241,115	243,599
Makhuduthamaga	276,404	279,417	282,266	284,920	287,598
Marble Hall	127,668	129,072	130,363	131,667	133,115
Tubatse	290,319	293,803	297,035	300,005	303,005
Total	1,024,748	1,036,583	1,047,670	1,058,049	1,068,662

Source: Limpopo Development Information Database

These figures, however, are likely to be influenced by economic developments in the area. If platinum mining expands at the rate projected by subsequent sections of this IDP, it will attract greater numbers into the District. If the anticipated mining expansion is accompanied by growth in the agricultural and tourism sectors, and augmented by solid infrastructural development, these numbers will be even greater.

3.1.2 Age and gender profile

Within Sekhukhune, the below-18 age group makes up almost 50% of the population. Behind this average, lie slight variations in the different municipalities. This ranges from 51% in Makhuduthamaga (comparatively the youngest population) to 48% in Marble Hall (comparatively the oldest population).

Table 11: Age and gender profile

Municipality	Age group	Male	Female	Total
Fetakgomo	0-17	22,916	23,080	45,996
	18-64	15,816	23,996	39,812
	65+	1,951	4,322	6,273
	Total	40,684	51,398	92,081
Elias Motsoaledi	0-17	53,444	54,172	107,616
	18-64	40,863	58,753	99,616
	65+	4,422	9,085	13,506
	Total	98,729	122,009	220,738
Makhuduthamaga	0-17	66,600	67,468	134,068
	18-64	41,816	69,246	111,062
	65+	5,601	12,179	17,779
	Total	114,017	148,892	262,909
Marble Hall	0-17	28,894	28,777	57,670
	18-64	24,353	32,061	56,414
	65+	2,534	4,701	7,236
	Total	55,780	65,539	121,320
Tubatse	0-17	67,895	68,990	136,885
	18-64	49,252	70,351	119,603
	65+	4,182	9,446	13,627
	Total	121,329	148,787	270,116
Total	0-17	239,750	242,486	482,236
	18-64	172,101	254,406	426,507
	65+	18,689	39,733	58,422
	Total	430,540	536,625	967,165

The male-female ratios are almost equal in the age group below 18 years, but females are almost 60% of the population in the working age group and more than 68% in the senior age group for the Sekhukhune

district as a whole. It is obvious then that a significant number of Sekhukhune males have alternative residence away from the district - a fact already alluded to earlier in this chapter. The ratio is as high as 62% in Makhuduthamaga and 57% in Marble Hall.

3.1.3 Duration of residence in Sekhukhune

Most Sekhukhune residents have lived in the area for a reasonably long item. Almost two-thirds (62,1%) of households have lived in the District for over 20 years. A minimal 1,7% have lived in Sekhukhune for less than a year.

Table 12: Duration of residence in Sekhukhune

Duration	Households	Total
Less than 3 months	933	0,5
3 months to 1 year	2,494	1,2
Between 1 – 5 years	15,160	7,5
Between 5 – 10 years	19,557	9,7
Between 10 – 20 years	38,129	18,9
More than 20 years	125,233	62,1
Total	201,505	100

Source: DoA and FIVIMS (2007a). Poor quality dwellings can help to identify pockets of food insecurity.

The table above paints a picture of a relatively stable populace. This does, however, have to be counter-balanced against the high rates of male absenteeism in the District as many residents seek work outside the District.

3.1.4 Unemployment and poverty

There are four common sources of income for Sekhukhune households:

- Government-provided old-age pensions (33%)
- Child support grants (33%)
- Remitted income from migrant workers (31%)
- Income from regular wage employment (27%)

(Drimie, S, undated)

There is, therefore, a considerable (although not overwhelming) dependence on public social safety nets.

At 69,4% (in 2003), the Sekhukhune District has the highest unemployment rate in Limpopo. The table below provides a breakdown of the employment patterns *within* the District.

Table 13: Employment patterns within Sekhukhune

Description	Marble Hall	Tubatse	Fetak-gomo	Elias Motsoaledi	Makhudut hamaga	Sekhukhune
Employed	4,841	12,195	4,856	6,533	10,746	39,171
Unemployed	11,138	26,038	10,455	9,597	32,333	87,399
Non economically active	10,831	84,251	33,382	32,056	93,203	264,276
N/A	20,031	110,467	43,390	42,472	126,622	354,626
Unspecified	40					0
Total	45,878	196,185	100,090	90,658	262,904	745,472

Source: Stats SA (2001)

The high unemployment levels contribute to the high poverty levels in the District. As the table below indicates, the Sekhukhune District had the highest poverty levels in Limpopo province in 2004.

Table 14: Poverty levels in Limpopo province

District	1998	%	2003	%
Capricorn	588,345	60,9	680,216	65,3
Bohlabela	490,526	66,5	448,503	56,5
Mopani	554,706	61,4	537,757	55,5
Sekhukhune	534,206	70,4	545,362	67,2
Vhembe	720,434	60,9	786,842	62,0
Waterberg	380,348	55,4	373,800	50,8
Province	3,268,566	62,4	3,372,479	60,0

Source: Global Insight Southern Africa (2004)

3.1.5 Dependency ratios

In general, the Sekhukhune population is younger than in most parts of the country, reflecting the 'dormitory' nature of the district. The table below captures some of these characteristics.

Table 15: Age categories in Sekhukhune

DM and age category	1996 (%)	2001 (%)	Difference
Sekhukhune			
0-14	44,38	41,11	-3,27
15-34	32,54	33,46	0,92
35-64	17,54	19,39	1,85
65 and above	5,54	6,04	0,50
Bohlabela			
0-14	42,80	41,43	-1,37
15-34	36,10	35,53	-0,57
35-64	16,42	18,18	1,76
65 and above	4,68	4,86	0,18
Govan Mbeki			
0-14	35,20	35,29	0,09
15-34	37,12	35,80	-1,32
35-64	23,75	24,80	1,05
65 and above	3,93	4,11	0,18
Nkangala			
0-14	34,83	33,38	-1,45
15-34	37,73	37,10	-0,63
35-64	23,15	25,14	1,99
65 and above	4,29	4,38	0,09
Ehlanzeni			
0-14	38,43	35,81	-2,62
15-34	37,33	38,20	0,87
35-64	20,22	21,97	1,75
65 and above	4,02	4,02	0
Mopani			
0-14	42,40	38,29	-4,11
15-34	34,76	36,02	1,26
35-64	18,50	21,09	2,59
65 and above	4,35	4,60	0,25
Vhembe			
0-14	43,47	39,94	-3,53
15-34	33,92	35,29	1,37

35-64	16,86	18,69	1,83
65 and above	5,75	6,08	0,33
Capricorn			
0-14	42,86	39,35	-3,51
15-34	33,28	33,88	0,6
35-64	18,26	20,75	2,49
65 and above	5,61	6,02	0,41
Waterberg			
0-14	38,04	34,90	-3,14
15-34	34,24	35,46	1,22
35-64	22,21	24,06	1,85
65 and above	5,51	5,58	0,07
South Africa			
0-14	34,34	32,05	-2,29

This youthful picture is undergoing steady change, with the percentage of the population in the “younger than 14 years” bracket steadily shrinking. This decline is translating into a growth in the 15 to 64 age group, and not in the older than 65 category. This essentially means more people of working age and the prospect of a lower dependency ratio.

Households are still more traditional than the rest of the country with the number of traditional marriages and household sizes higher than the national average. While there seems to be a move away from traditional forms of marriage and towards more modern forms of marriage and living together, the population is still far more traditional than the South African population as a whole.

In general, however, the high unemployment rates, combined with certain demographic features of the District, have resulted in extremely high dependency ratios. There are some estimates that each worker in the District has to support 19 other people (GSDM, 2007a).

3.1.6 Deprivation index

The deprivation index is a commonly-accepted standard used to measure (and compare) social and economic deprivation across districts and metros in South Africa. The index is the composite of a number of variables, including the number of female-headed houses in an area, education levels, access to services, employment status and so forth (P Barron et al, 2006).

Districts with lower deprivation index scores are the least deprived (i.e. best-off). Conversely, areas with higher scores are more deprived.

A recent study ranked all South African municipalities according to levels of deprivation. The table below provides the deprivation index scores of selected districts/metros in South Africa. The last column also provides its ranking (1 indicates the most deprived areas; 5 indicates the least deprived areas).

Table 16: Ranking Sekhukhune’s performance in SA: Deprivation index scores for DMs/metros (2001)

Province	DM/Metro	Deprivation index	Ranking (1-5)
7 least deprived DMs/metros in SA			
Western Cape	West Coast DM	1,834	5
Western Cape	Overberg DM	1,903	5
Western Cape	Cape Winelands DM	1,926	5
Western Cape	Eden DM	2,024	5
Western Cape	Central Karoo DM	2,029	5
Northern Cape	Namakwa DM	2,042	5
Western Cape	City of Cape Town	2,059	5

7 most deprived DMs/metros in SA			
Kwazulu Natal	Sisonke DM	3,645	1
Limpopo	Greater Sekhukhune DM	3,723	1
Kwazulu Natal	Zululand DM	3,803	1
Kwazulu Natal	Umkhanyakude DM	3,969	1
Kwazulu Natal	Umkhanyathi DM	3,970	1
Eastern Cape	Alfred Nzo DM	3,991	1
Eastern Cape	OR Tambo DM	4,076	1

Source: Adapted from Barron, P et al (2006). *The District Health Barometer: 2005/06*.

Sekhukhune District ranks amongst the seven most deprived districts/metros in the country. This is possibly because of the way this particular index has been constructed (by, for example, using the number of female-headed households as a measure). However, the assessment above is also born out by recent NSDP analyses, which place Sekhukhune as 10th in the list of Districts/Metros who have the highest number of people living below the MLL, an important measure of poverty.

Table 17: Deprivation index for LMs within Sekhukhune

Local municipality	Deprivation index	Ranking (1-5)
Makhuduthamaga LM	3,858	1
Fetakgomo LM	3,839	1
Tubatse LM	3,766	1
Elias Motsoaledi LM	3,602	2
Marble Hall LM	3,469	2
Sekhukhune DM	3,723	1

Source: Adapted from Barron, P et al (2006). *The District Health Barometer: 2005/06*.

Within Sekhukhune, the most deprived area is Makhuduthamaga, whilst Marble Hall is the least deprived (best-off). As the table above reveals, only Elias Motsoaledi and Marble Hall score a ranking of 2.

3.1.7 Asset index and Living standard measures

The Asset Index and Living Standards Measures (LSM²) are important indicators of poverty in an area. Within Sekhukhune, the municipalities with the lowest asset indices are Tubatse, Marble Hall and Fetakgomo, respectively (DoA, 2006). The District's Asset Index provides a telling indicator of the capital possessed by Sekhukhune households, and is replicated below.

Table 18: Asset index for Sekhukhune households

Household asset	Total (%)
House	89,8
Axe	73,3
Wheelbarrow	70,2
Hoe	66,9
Water container	65,5
One or more cell phones in household	63,8
Only 1 cell phone in household	50,8
Panga	49,8

² The LSM and MLL are different indices, constructed with different variables. Both, however, paint a picture of the living conditions of ordinary people in an area. They are both therefore important indicators of poverty.

TV set(s)	45,0
Fridge/freezer combination	32,7
Hi-fi or music centre	31,7
Plough	20,0
Electric stove	17,8
Bicycle	17,2
Grid electricity	13,2
Tap water in house/on plot	11,8
Deep freezer	10,0
More than 1 radio in household	9,9
DVD player	8,1
At least 1 car usually working	7,9
Motor vehicle in household	5,9
VCR in household	5,6
Microwave oven	4,5
Sewing machine	4,4
Dishwasher	4,2
Vacuum cleaner/floor polisher	3,3
Home telephone (excl cell)	2,5
Washing machine	2,1
Domestic(s) working in household	1,8
Computer	1,6
M-Net and/or DSTV subscription	1,6
Flush toilet in/outside house	1,5
Home security service	1,2
Built-in kitchen sink	1,2
Hot running water	0,9
Tumble dryer	0,9
Asset index:	0,2211

Source: DoA and FIVIMS (2007a). Poor quality dwellings can help to identify pockets of food insecurity.

Living Standard Measures are generated from the list of household assets, and may be classified as high, medium or low. Within the Sekhukhune District, only Makhuduthamaga and Elias Motsoaledi local municipalities were found to have contained high LSM households (DoA, 2007a).

Demographic challenges
<ul style="list-style-type: none"> • Sekhukhune is dominated by female-headed households since most males are compelled to seek work outside the District • The population is very young, leading to high dependency ratios in the District • Most households in the area rely extensively on public social safety nets/grants • The unemployment rate – and therefore poverty levels - in the District is very high • Sekhukhune is amongst the most deprived areas in South Africa, with the NSDP ranking it as 10th in the list of Districts/Metros with the highest number of people living below the MLL (Minimum Living Level)

3.2 Social profile

Social development is critically important to municipalities like Sekhukhune that have suffered decades of underdevelopment, which have resulted in a poor standard of living for its people. In today's knowledge economy, it is also the precursor to substantive economic development. The next section provides an overview of social issues in the Sekhukhune District. It assesses health levels, education, social welfare, food insecurity and safety issues in the area.

3.2.1 Health

Health services are critical in nurturing human development and tend to have important economic spin-offs as well. Countries that have invested significantly in primary health care (PHC), in particular, generally produce a healthier, and therefore more productive, workforce. There is also significant international evidence to illustrate that early investments in PHC result in less strain on the health budget (and, consequently, on social spending) in later years. This is an important debate for municipalities which are now largely responsible for PHC in South Africa.

Within Limpopo Province, the provision of health facilities is generally inadequate in comparison with other provinces. More specifically, access to health facilities within Sekhukhune District Municipality itself is fairly poor. On average, there is 1 clinic for every 17,000 people within the district and approximately 97,500 people per hospital.

Health infrastructure in the District

The Sekhukhune District has two regional hospital, 6 District hospitals, 6 community health centres and 75 clinics. All these facilities are public-sector services, as there are no private facilities in the District.

Table 49: Number of health facilities in Sekhukhune

	Public sector facilities and beds (2005)	Private sector facilities and beds (2006)
Clinics	75	
Community Health Centres	6	
Mobile services	21	
District hospitals	6	
Regional hospitals	2	
Provincial tertiary hospitals	0	
Central hospitals	0	
Specialised hospitals	0	
Private hospitals	-	0
Beds	1,386	0

Source: Barron, P et al (2006). The District Health Barometer: 2005/06.

Accessibility of health services

Clinics and hospitals are evenly distributed throughout the District, but accessibility remains difficult because of poor roads, inadequate transportation and so forth.

Table 20: Access to hospitals

Municipality	Percentage within 20km radius to hospital
Fetakgomo	80%
Elias Motsoaledi	80%
Makhuduthamaga	80%
Marble Hall	40%
Tubatse	78%

The residents of Fetakgomo, Elias Motsoaledi, Makhuduthamaga and Tubatse all have relatively easy access to hospitals in the District. This is not the case for Marble Hall. These differences may be attributed to the relative population density of each of the areas, however.

The table below indicates the access that Sekhukhune residents have to clinics and health professionals.

Table 51: Access to clinics and professionals

Municipality	Percentage within 5km radius to clinics
Fetakgomo	51%
Elias Motsoaledi	64%
Makhuduthamaga	48%
Marble Hall	47%
Tubatse	45%

According to these figures, Elias Motsoaledi enjoys the greatest access (64%), whilst Tubatse residents have the least access to clinics and health professionals (45%).

The number of health professionals currently working in the District is not optimal, however. As the table below indicates, there is a shortage of professionals working in Sekhukhune health facilities at the moment.

Table 22: Availability of professional staff in clinics and hospitals

Personnel category	Number Employed	Number per 1000 people
Medical Officers	32	0,02
Professional Nurses	492	0,34
Pharmacists	6	0,00
Staff Nurses	297	0,20

Sekhukhune's health performance

According to the independently-published *District Health Barometer*³ (P Barron et al, 2006), the Sekhukhune District has the lowest per capita expenditure on primary health care (PHC) in South Africa at just R115 per person.

The table below outlines key health indicators for the Sekhukhune District. The second last column (district ranking in South Africa) is particularly revealing because it shows how Sekhukhune ranks in terms of the other districts/metros in the country. In this column, a score of 1 means it is the best performer in the country, whilst a rating of 53rd means that it is the worst.

Table 23: Ranking Sekhukhune's performance in SA: Key health indicators

Indicator	Expressed as:	2003/04	2004/05	2005/06	DM ranking in SA (/53)	National value
Inputs into the health system						

³ The District Health Barometer is an independent publication by the influential health NGO *Health Systems Trust*. It uses data generated by the national Department of Health's *District Health Information System*, as well as health expenditure figures from national Treasury. The 2006 survey, which is cited extensively in this chapter, counted 53 districts because it included the now disbanded Bohlabela DM in its original data collation exercise.

Amt spent on non-hospital PHC health services per person	ZAR			115	53 rd	232
Proportion of district health services expenditure on management	%			3,3		5,0
Proportion of district health services expenditure on district hospitals	%			61,8		45,0
Process						
Nurse clinical workload	Patients seen/day	8,7	15,1	13,1		31,6
Average length of stay	Days	4,4	3,6	3,8	27 th	4,3
Bed utilisation rate	%	52,9	56,9	65,5	30 th	63,9
Outputs of the health system						
Govt distribution of condoms at PHC facilities	No of condoms distributed per male p.a.	5,1	5,5	7,9	24 th	8,8
% of chn (under 1 yr) who complete their primary course of immunisation	%	68,2	74,0	88,9	28 th	90,3
% of chn who dropped out b/w the 1 st and 3 rd dose of DTP vaccine	%	7,2	8,1	3,5	19 th	4,7
% of deliveries carried out by Caesarean section	%	8,8	9,5	10,3		18,4
Proportion of ANC clients tested for HIV	%	15,4	24,0	42,7	33 rd	-
HIV prevalence among ANC clients tested	%	12,7	11,8	13,9	11 th	-
Nevirapine uptake rate among newborn babies of HIV+ women (%)	%	103,3	77,5	85,7	42 nd	-
Nevirapine uptake rate among pregnant HIV+ women (%)	%	50,1	54,9	68,6	7 th	51,7
Health outcomes						
PHC utilisation rate	Visits to PHC facilities per person p.a.	1,5	1,5	1,5	49 th	2,1
Incidence of sexually transmitted infections treated – new	No of new episodes of STIs treated	3,4	3,2	3,1	15 th	4,8
TB cure rate	%	49,1	54,8		29 th	50,8 (2004)
TB smear conversion rate	%		53,7	40,1	45 th	50,5
Diarrhoea incidence under 5 yrs	New cases/ 1000 children	115,0	149,4	222,2	25 th	257,7
Not gaining weight under 5 yrs rate	%	2,1	2,1	2,0	35 th	1,4
Delivery rate in facility	%	72,4	101,0	104,2	4 th	81,1
Eventual impact						
Stillbirth rate	No of stillbirths/ 1000 births	32,2	26,2	26,3	31 st	24,8

Perinatal mortality rate in facility	No of stillbirths + deaths in first 7 days of life/1000 births	49,4	152,9	39,3	36 th	34,5
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Source: Adapted from Barron, P et al (2006). *The District Health Barometer: 2005/06*.

The particularly worrying aspects of Sekhukhune's health services are highlighted in the table above. The most obvious point of concern is the low levels of spending on PHC in a District that is predominantly rural and has high levels of poverty. The nevirapine uptake rate among newborn babies of HIV positive women is also quite low in Sekhukhune, compared to the rest of the country. The PHC utilisation rate is also comparatively low at 1,5 visits per person annually (compared to the national average of 2,1 visits)

According to the *District Health Barometer*, the improved immunisation coverage rate, accompanied by declining drop-out rates, over the years indicate that there has been a successful immunisation programme in the District.

HIV/AIDS

Currently, there are no concrete figures for HIV/AIDS incidence per municipality. A study done by the Limpopo Provincial Department of Health and Welfare in the Greater Marble Hall municipality indicated that HIV/AIDS prevalence in the area increased from 7% in 1999 to 11,9% in 2001. This information is assumed to be relatively reflective of HIV/AIDS prevalence in Sekhukhune generally.

District initiatives

In July 2002, the Sekhukhune District developed an HIV/AIDS strategy to guide public interventions in the area. The District also launched the Sekhukhune HIV/AIDS Council whose key focus areas are education and awareness raising, support for people living with HIV/AIDS and care for children in distress.

NGOs such as LoveLife and others also provide support in awareness and education campaigns aimed at reducing HIV/AIDS and other sexually transmitted diseases within the District.

The District also launched a District Health Council, which will serve as advisory body to the Mayors on health matters and develop strategies on how to accelerate service delivery in the District. The major challenge at the moment is a serious lack of facilities to manage diseases in all health care facilities. The focus in the next financial years will include support to NGOs that work with people infected and affected by HIV/AIDS.

3.2.2 Education

Education is important for both economic and social development. It is the bedrock on which a nation's economic destiny is built, particularly in today's global knowledge economy. It is also often the primary means through which individuals set out on their personal journeys of growth and attain their distinctive dreams and aspirations. International evidence suggests that countries that invest significantly in education reap major economic benefits in the medium to long term, and help build a more cohesive social fabric within the nation.

The percentage of the population in Sekhukhune older than 20 years of age with no schooling is the highest in both Limpopo and Mpumalanga provinces. That figure is also more than twice that of the South African population.

DM and SA	No Schooling (%)			Complete primary (%)			Grade 12 (%)			Higher (%)		
	96	01	Change	96	01	Change	96	01	Change	96	01	change
Sekhukhune	44.54	42.64	-1.89	5.31	4.57	-0.74	11.64	11.22	-0.42	3.14	4.70	1.56
Bohlabela	39.73	38.90	-0.83	4.97	4.91	-0.06	15.34	12.11	-3.23	4.21	5.96	1.75
Gert Sibande	29.31	26.33	-2.98	6.79	6.21	-0.58	13.40	16.41	-3.01	5.14	5.45	0.31
Nkangala	24.80	24.62	-0.18	6.93	5.90	-1.03	15.91	19.92	4.01	6.25	6.11	-0.14
Ehlanzeni	32.47	30.18	-2.29	6.73	5.76	-0.97	14.61	18.81	4.20	5.73	6.23	0.50
Mopani	41.47	37.83	-3.64	5.41	5.13	-0.28	13.02	12.66	-0.36	4.86	6.46	1.60
Vhembe	36.25	32.09	-4.16	6.21	5.78	-0.43	13.32	14.36	1.04	6.03	7.42	1.39
Capricorn	29.24	26.42	-2.82	6.61	5.84	-0.77	15.77	17.52	1.75	6.24	8.59	2.35
Waterberg	29.34	25.76	-3.58	6.90	6.76	-0.14	13.79	14.54	0.75	4.37	6.26	1.89
South Africa	19.33	17.93	-1.40	7.47	6.37	-1.10	16.44	20.42	3.98	6.16	8.45	2.29

Table 24: Highest level of Education for those twenty years and older Education: Sekukhune, SA and other DMs in Limpopo and Mpumalanga

The table below sets out the education profile of each local municipality in Sekhukhune.

Table 25: Education profile per Local Municipality

Municipality	None	Primary	Secondary	Tertiary	Unspecified/ Disability	Under age of 5
Fetakgomo	32,318	19,705	23,665	1,077	2,523	11,441
Elias Motsoaledi	67,084	60,165	57,144	3,262	10,124	30,103
Marble Hall	24,318	25,156	21,681	1,022	2,750	12,046
Tubatse	62,401	48,003	48,331	1,488	6,967	27,419
Makhuduthamaga	86,392	77,158	69,715	3,415	7,905	39,254
Total	272,513	230,187	220,536	10,264	30,269	120,263
%	27,8	23,5	22,5	1,0	3,0	12,3

2006-07 GSDM IDP

As indicated in the tables above, the District has a relatively high illiteracy level, with almost 28% of the population having no formal school education whatsoever. Only around 1% of the population has obtained tertiary educational qualifications.

The Limpopo Provincial Growth and Development Strategy indicates that Sekhukhune has the least of highly skilled individuals in the total province. The low skills reduce the ability of the District to be innovative and economically productive.

While there has been an improvement, this has been far below that of the other DMs in the Limpopo province. The percentage of those with Grade 12/Matric in Sekhukhune DM is also nearly half that of the South African population and the lowest of all the DMs in the Limpopo and Mpumalanga provinces. The lack of skills is frustrating the current and future development of the area. It is also the high percentages of persons with no schooling which require a buoyant entrepreneurial class to establish industries that those with low skills levels could be absorbed in.

The low percentage of the population having managed to obtain tertiary educational qualification bear witness to the infrastructure that is available in schools. Most of the schools in the district do not have facilities like Sanitation, Water and Electricity. Shortage of infrastructure impacts much on future educational development of this district.

Table 26: This shows the number of schools and infrastructure in the district

Total number of schools	Schools without water	%	Schools without sanitation	%	Schools without electricity	%
905	283	31%	507	56%	203	22%

Source: Limpopo District Education department and circuits offices

The above mentioned needs to be aligned with the status quo information the GSDM has on services backlogs to ensure informed, integrated planning and budgeting, not only for the 2008/2009 financial year but the coming outer years. The district municipality will also continue to work with department of education with regard to necessary information that would assist in the IDP/Budget process.

3.2.3 Social welfare

Social welfare systems form the backbone of assistance to the vulnerable in most advanced societies. Most countries acknowledge that whilst they strive towards full economic and social development, the more vulnerable members of society – especially children and the elderly – would require some form of state assistance. In many social democratic countries, a basic income grant is also made available to the poorest members of society to assist them in meeting their basic daily needs. The amount of money that a government usually spends on social welfare (and on social expenditure, more generally) tends to be determined by the economic health of the country at that point in its history. In South Africa, social

expenditure has increased considerably over the years because of a favourable balance of payments situation as well as increased revenue from the South African Revenue Services (SARS).

Social welfare systems are particularly important in places like Sekhukhune which are predominantly rural and have high poverty levels. As illustrated earlier in this chapter, the majority of Sekhukhune's population is young, unemployment is rife and the District consequently exhibits an extremely high dependency ratio.

Most of this population is dependent on government grants in order to survive. The table below presents the statistics on grants beneficiaries as obtained from the South African Social Security agency (SASSA). The figures indicated in the table below change every month due to new approvals, births and deaths. The SASSA shows that the state resources are spend in the form of child grants in the areas that are predominantly rural. Many of these beneficiaries are either fostered, old aged, dependent, need support one way or the other hence they receive different forms of grants. Issues contributing to high dependency rate on grants range from amongst others, orphans resulting from HIV/AIDS related deaths, child-headed households

Table 27: Social Grants

Social safety nets in Sekhukhune

Local Municipality	O/A	D/G	W/V	COMB	GIA	FCG BEN	FCG CH/REN	CDG BEN	CDG CH/REN	CSG BEN	CSG CH/REN	BEN	CH/REN
Makhuduthamaga	23825	5566	10	11	131	1505	2429	683	716	40044	71263	71775	74408
G/ Marble Hall	3857	825	3	4	27	515	877	81	85	8881	15604	14193	16566
Fetakgomo	10081	2249	4	7	44	562	953	180	189	13582	24550	26709	25692
G/Tubatse	16970	4389	2	20	46	1615	2973	575	609	39406	68067	63023	71349
Elias Motsoaledi	5047	1037	0	5	11	703	1130	153	162	11825	19805	18781	21097
TOTAL	59780	14066	19	47	259	4900	8062	1672	1761	113738	199289	194481	209112

Poverty in Sekhukhune is endemic. As earlier sections have revealed, there is an overwhelming dependence on state-provided social security nets at present. The table below sets out the key government programmes that Sekhukhune households currently receive.

Table 28: Beneficiaries of key government programmes

Programme	% households
National School Nutrition Programme	70,3
Food parcel scheme (beneficiaries all live along main transport areas)	12,9
Expanded Public Works Programme	8,3
Integrated Sustainable Rural Development Programme	5,1
Agricultural Starter Pack Programme	5,0
Comprehensive Agricultural Support Programme	4,3
Poverty relief programme	3,4
Other government programmes	2,2
Land redistribution for agricultural development	1,5
Unemployment Insurance Fund	1,3
Land restitution programme	0,8
Land care programme	0,7
Beneficiary – Municipality implemented food security projects	0,7
Total	100

Source: DoA and FIVIMS (2007b). How households fight stresses that contribute to food insecurity.

This list presents interesting information about how the majority of households in Sekhukhune acquire sufficient income to meet their basic needs.

Shocks and stresses affecting Sekhukhune households in 2006

A recent survey also highlighted the major shocks and stresses affecting Sekhukhune households in 2006. These included the fact that:

- Almost one-quarter (23%) of Sekhukhune households suffered the death of an adult member of the households in 2006
- Almost one-seventh (15%) suffered the death of a child in the household
- 19% had been victims of drought
- Nearly one-fifth (17%) had experienced joblessness
- Food price increases had impacted on 14% of households
- Almost 1 in 9 households (11%) lack access to clean water
- Other shocks included:
 - ✎ Increase in household size (9%)
 - ✎ Serious injury or chronic illness preventing normal activities (7%)
 - ✎ Loss of remittances (4%)

(Drimie, S, undated)

3.2.4 Food insecurity and vulnerability

The issue of food security cuts to the heart of the social agenda, as it involves people's most basic needs – that of acquiring enough food to survive and live a reasonably fulfilling life. Food insecurity occurs when people are under-nourished, a state that usually arises when their food intake falls below their minimum calorie (energy) requirements. Under-nourishment can be the result of several factors, including the physical unavailability of food (e.g. during a drought) or an inability to purchase food because of financial constraints.

Individuals or households are said to be *vulnerable* to food insecurity when they are exposed to several risk factors (such as living in a drought-prone area) which they may not have adequate coping mechanisms for. Food insecurity is therefore an extremely revealing indicator of poverty levels in a municipality.

However, the issue is a complex one, involving multiple factors like land availability, access to natural resources and the socio-economic circumstances of communities. The National Department of Agriculture (DoA) undertook a comprehensive livelihoods survey in the Sekhukhune District area, both in 2004 and 2006 (DoA, 2006). The survey highlighted the fact that some of the areas facing the worst levels of food insecurity in Sekhukhune were within the following villages:

Table 29: Most food-insecure areas in Sekhukhune

Village	Municipality	Score
Ga-Mampa	Fetakgomo Local Municipality	42,86
Ga-Mampuru	Tubatse Local Municipality	42,86
Ga-Masha	Tubatse Local Municipality	42,85
Santeng	Tubatse Local Municipality	42,85
Puma	Tubatse Local Municipality	42,85
Monsterslus	Elias Motsoaledi Local Municipality	42,84
Ngwaritsi	Makhuduthamaga Local Municipality	42,84
Kgautswane	Tubatse Local Municipality	42,78
Tshehlwaneng	Makhuduthamaga Local Municipality	42,70
Vlakplaas	Makhuduthamaga Local Municipality	42,68
Ga-Moloi	Makhuduthamaga Local Municipality	42,61
Bogalatladi	Fetakgomo Local Municipality	42,59
Monametsi	Fetakgomo Local Municipality	42,52
Malope	Makhuduthamaga Local Municipality	42,51
Mphanama	Fetakgomo Local Municipality	42,34
Kromdraai	Marble Hall Local Municipality	42,26
Doornspruit	Marble Hall Local Municipality	41,75

Mamphokgo	Marble Hall Local Municipality	41,50
Tsimanyane	Marble Hall Local Municipality	41,41
Vaalbank	Marble Hall Local Municipality	41,39
Sephaku	Elias Motsoaledi Local Municipality	39,11
Small Phooko	Elias Motsoaledi Local Municipality	37,50
Magneetshoogte	Makhuduthamaga Local Municipality	37,46

Source: DoA (2006). Livelihood survey conducted in the Greater Sekhukhune District Municipality of Limpopo.

Food insecurity within Sekhukhune is the result of several factors. Within the past 12 months, the key shocks that communities within the District generally experienced were food price increases, petrol hikes, the growing costs of producing food, an increase in the number of individuals within households, violence, theft and illness (DoA and FIVIMS, 2007b). There's also some evidence that ongoing water scarcity and limited economic opportunities within Sekhukhune limit the ability of its residents to adapt and cope to external stresses and shocks (SEI, 2007). All these factors increase the vulnerability of communities within the District, and make it less easy for them to cope with food shortages when they occurred.

Hunger levels on the rise in Sekhukhune

In 2006, researchers interviewed 500 carefully-targeted households in Sekhukhune. They emerged with the following findings for the District:

- 53% of Sekhukhune residents skip meals because of a lack of food
- More than 50% of Sekhukhune children eat less than they need to because of a shortage of food
- 36% of children in Sekhukhune said they sometimes went to bed hungry because there was no money to buy food

(HSRC, 2006)

The DoA study revealed that 63% of households within the District were food insecure and that levels of hunger were on the increase (DoA and FIVIMS, 2007c). It also shows that Tubatse and Fetakgomo Local Municipalities are the most income-deprived areas in the District, and both also have the highest levels of food shortage in the area.

3.2.5 Safety and security

There are six magistrate courts in Sekhukhune District. These are Magistrate Praktiseer (next to Burgersfort), Magistrate Sekhukhune (in Schoonoord), Magistrate Nebo (in Phokwane), Magistrate Moutse, Magistrate Sempupuru and Magistrate Groblersdal (Groblersdal). These magistrate courts serve a population of 1,090,424 people.

When researching Sekhukhune's tourism potential as part of its *2025 Strategy*, the District found that crime was a weakness that could potentially undermine tourism efforts in the area (G Steyn and Associates, 2006). More recently, the District's IDP consultations with communities found that the issue of crime was a recurring theme. The most important issues raised by communities and stakeholder groups (such as business, farmers, traditional leaders and civil society organisations) concerned:

- The high levels of crime in the District
- The presence of gangs in some communities
- The lack of electricity and proper lighting exacerbated the problem of crime
- There should be more police stations in the area as people sometimes have trouble accessing distant stations

(GSDM, 2007b)

Official South African Police Service (SAPS) statistics record the following crime levels in the area:

Table 60: Crime statistics in the Sekhukhune area: Selected stations (2005/06)

Crime category	Apel	Burgers fort	Grobler sdal	Jane Furse	Marble Hall	Sekhuk hune	Tubatse
Murder	6	9	12	10	8	16	9
Rape	27	25	21	35	31	36	57
Attempted murder	6	21	8	18	14	18	13
Assault with intent to inflict grievous bodily harm	98	113	102	115	131	227	198
Common assault	38	160	137	41	94	120	112
Robbery with aggravating circumstances	22	90	81	30	64	62	20
Common robbery	28	58	44	26	24	35	42
Indecent assault	0	3	3	0	2	2	2
Kidnapping	0	0	5	1	0	0	1
Abduction	0	3	0	1	0	2	1
Neglect and ill-treatment of children	1	4	0	3	4	4	3
Culpable homicide	13	21	18	20	10	13	18
Public violence	1	1	0	0	0	1	0
Carjacking (subcategory of aggravated robbery)	0	9	8	0	3	0	4
Truck hijacking (subcategory: aggravated robbery)	0	0	0	0	0	0	0
Bank robbery (subcategory: aggravated robbery)	0	0	0	0	0	0	0
Robbery of cash in transit (subcategory: aggravated robbery)	1	2	1	0	0	0	0
Robbery at residential premises (subcategory: aggravated robbery)	1	0	0	0	1	5	0
Robbery at business premises (subcategory: aggravated robbery)	0	5	1	0	0	0	0
Arson	4	6	2	2	2	4	10
Malicious damage to property	41	80	87	42	62	83	78
Crimen injuria	14	50	21	19	23	53	38
Burglary at residential premises	61	161	179	83	193	152	158
Burglary at business premises	14	74	94	37	40	99	10
Theft of motor vehicle and motorcycle	4	46	43	7	37	10	11
Theft out of or from motor vehicle	7	93	105	16	95	18	20
Stock-theft	17	6	9	10	11	31	27
Illegal possession of firearms and ammunition	3	5	6	8	2	16	4
Drug-related crime	1	18	14	15	3	28	18
Driving under the influence of alcohol or drugs	3	5	4	15	2	44	5

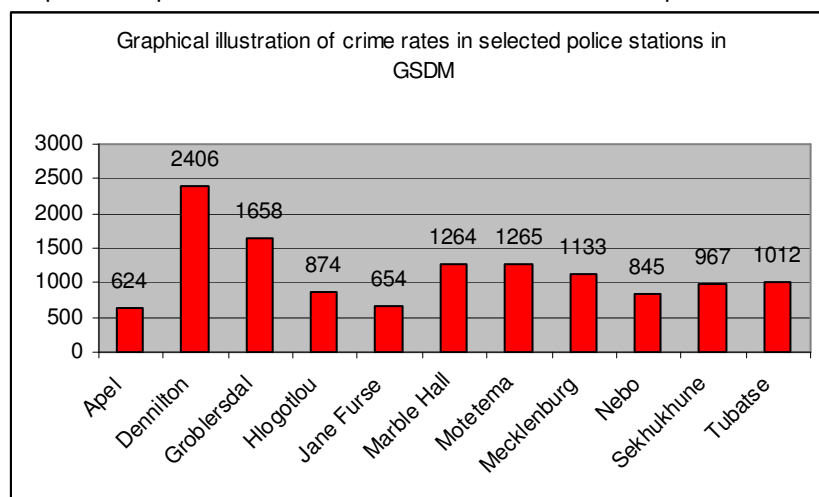
All theft not mentioned elsewhere	87	487	519	128	389	127	92
Commercial crime	5	58	43	16	22	2	11
Shoplifting	0	261	91	44	38	0	0

Source: SAPS (2006). *Crime in the RSA for April to March 2001/02 to 2005/06*: Apel, Burgersfort, Groblersdal, Jane Furse, Marble Hall, Sekhukhune and Tubatse stations

These crime statistics come with some limitations. Primary among these is the fact that SAPS boundaries are not the same as municipal boundaries. In addition, the many changes to municipal boundaries over the years have further complicated the matter. Consequently, the statistics reported for a particular municipal area over a period of time may not necessarily be precisely synchronised with that geographical space. Secondly, a significant proportion of crime, especially that of a domestic nature, is not reported and therefore not reflected here. In addition, the most recent SAPS statistics released are for 2005/06 only.

Despite these limitations, certain inferences may be drawn from the data. It would appear, for example, that assault, robbery, other forms of theft are the most common forms of crime in the District. Serious crimes like murder, rape and attempted murder are fairly evenly spread throughout the District. Other crimes are equally evenly spread across the different stations in the District, making it difficult to pinpoint an area (or local municipality) which has significantly higher crime levels in Sekhukhune.

Graph 1: Graphical illustration of crime rates in selected police stations in GSDM



There have been reductions in some crimes from this data as compared to the previous financial year statistics which are captured in the 2007/08 GSDM IDP. The above table and the graph indicate varying levels of crime categories per selected police stations as well as which police station or area has the highest crime rates. These results should inform all relevant stakeholders, i.e. municipalities and South African Police Services where more resources should be directed to reduce crime in the district. South African Police Services has already started with interventions from 2007/08 financial year by the upgrading of identified police stations and construction of new ones in certain local municipalities.

3.2.6 Social cohesion

Finally, this overview of social issues would be incomplete without a mention of social cohesion. The issue has particular significance for the Sekhukhune District in light of its recent incorporation into Limpopo province, after a national policy decision to abolish cross-border municipalities. As is evident from the history of the area, what appears to be a simple demarcation issue may turn out to be the catalyst for significant social conflict if not carefully managed. It is therefore important to both understand and, subsequently, manage the complex and multi-dimensional issues at play in this regard.

Social challenges

- At just R115 per person, Sekhukhune has the lowest per capita expenditure on primary health care in South Africa
- The District has a relatively high illiteracy level
- Most Sekhukhune households depend extensively on social grants from government
- Hunger levels are increasing in Sekhukhune, with 53% of residents admitting to skipping meals because of a lack of food
- If crime levels increase, it may destabilise the District's plans to exploit its tourism potential
- Boundary re-demarcations and related issues have led to some social tension in the area, making it important for the District to actively cultivate social cohesion in the future
- At present, the District does not have enough social infrastructure to fully meet the needs of its residents

3.3 Spatial profile

The land issue is a complex one in the Sekhukhune District, and is intrinsically linked to questions of economic and social development. The current land complexity is partially the result of the past, which saw this geographical area split between former homeland areas, private farms and small towns. Today, however, the potential burgeoning of agricultural, mining and tourism activity in the District lends distinctive spatial challenges of its own. This is exacerbated by the land ownership patterns in the District, with a significant proportion of the land falling under traditional authorities. This section is a snapshot of the District's spatial profile.

3.3.1 Settlement patterns

The Sekhukhune District is spread over former homeland areas, commercial farms, towns and semi-urban centres. According to the Limpopo Spatial Rationale Study (2002), Sekhukhune has roughly 530 settlements which are fairly dispersed. There are a number of ways of classifying settlement patterns. A particularly useful delineation, however, may be found in the *Integrated Spatial Development Framework*, which identifies four dominant patterns in the Sekhukhune District. This includes first order settlements, which encompasses all provincial, district and local growth points. In addition, second order settlements are those areas with a sizeable population but that are found outside the primary first order settlements. Third order settlements are local service points with some potential for future growth. Finally, fourth order settlements are scattered small settlements with very little potential for growth.

The first order settlements are of particular interest to this IDP. In 1999, the *Limpopo Spatial Rationale* identified the following:

Table 31: Growth points in the Sekhukhune District

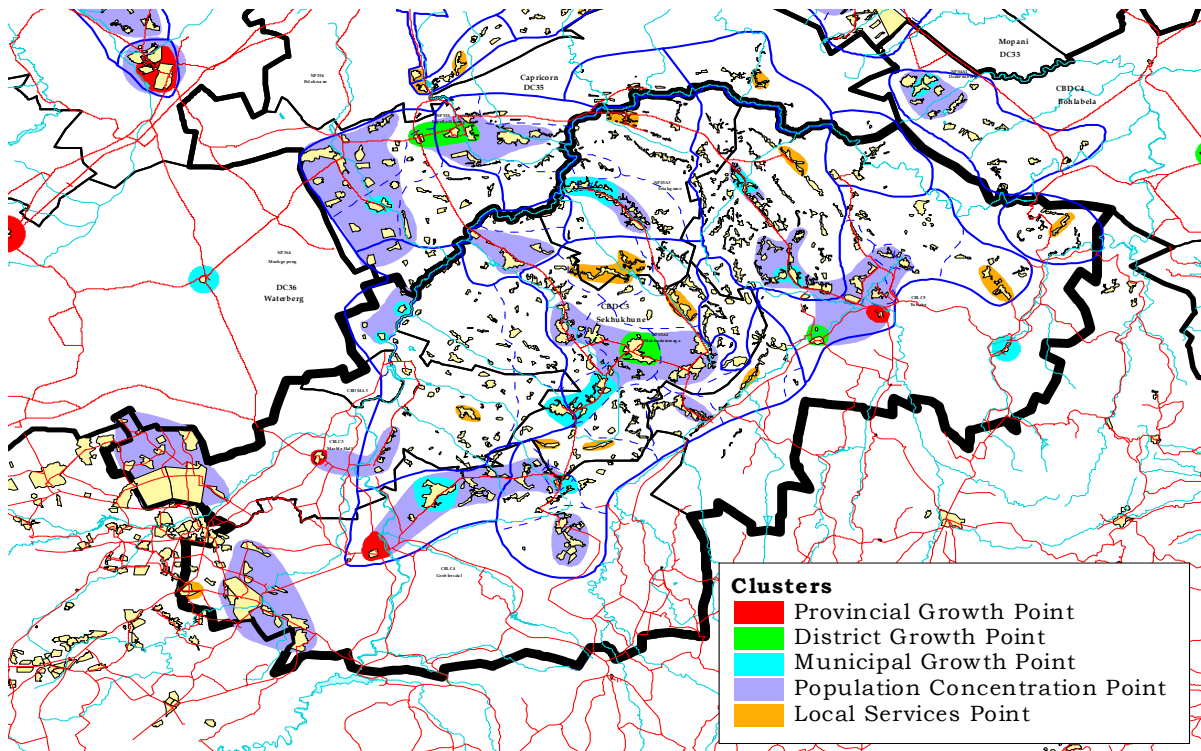
Municipality	% of people residing in growth points	Provincial growth points	District growth points	Municipal growth points
Tubatse	38%	• Burgersfort	• Steelpoort	• Mecklenburg • Driekop • Ohrigstad
Marble Hall	66%	• Marble Hall		• Van der Merweskraal • Elandskraal
Elias Motsoaledi	61%	• Groblersdal		• Monsterlus • Motetema
Fetakgomo	39%			• Apel

Makhuduthamaga	51%		• Jane Furse	• Phokwane
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Source: Limpopo Spatial Rationale (1999), reproduced in GSDM undated). *Integrated Spatial Development Framework*.

This is graphically depicted in the map below.

Figure 3: Growth Points in the Sekhukhune District



Source: Procurement Dynamics (undated). *Synthesis report of the research.*

Stimulating the continued development of these growth points, whilst simultaneously ensuring balanced sustainable development throughout the District, is likely to be a key challenge for the municipality in the next few years.

3.3.2 Land use

Land use within the Sekhukhune District is dominated by subsistence farming. This is especially true in the Fetakgomo, Makhuduthamaga, Marble Hall and Greater Tubatse municipal areas.

The second significant land use is the potential conservation areas, especially within the Elias Motsoaledi and Marble Hall municipal areas. These potential conservation areas may eventually encompass roughly one third of Elias Motsoaledi and Marble Hall.

The different land use patterns in the Sekhukhune District are captured in the table below.

Table 32: Land use patterns in Sekhukhune

Land use type	Area in sq km	% of total
Agricultural: Commercial	1,135	7,7
Agricultural: Subsistence	2,683	18,1
Potential conservation	3,484	23,5
Active conservation	463	3,1
Active mining	37	0,2
Other	7,030	47,4
Total	14,832	100

Source: Department of Land Affairs (2006). *Land Cover Map*. Cited in M Maila (2006), op cit

It is also becoming apparent that land is growing increasingly scarce in the District, within the urban, rural and semi-rural areas equally. District Municipality and Local Municipalities have recognised this as a challenge, and have prioritised the issue. This is particularly significant given the growing importance of agriculture, mining and tourism – all potentially conflicting land uses – to the Sekhukhune economy.

3.3.3 Land use management

An even more complex issue within the District, however, is that of land use *management*. The land issue is a potentially difficult one in Sekhukhune, with the District being governed by a dual system. Under the traditional system, land allocation (and, therefore, land use) is the prerogative of tribal councils – and this system dominates in much of the District (especially in the townships and rural villages). Other parts of the district, however, are governed by modern post-apartheid land legislation such as the Development Facilitation Act, the Municipal Systems Act and the Communal Land Rights Act. This modern system holds sway in the District's formal towns and, to some extent, the adjacent townships.

The traditional system is rendered more complex by the fact that each of the approximately 70 traditional authorities in the area has its own unique land use management system. In general, however, each traditional authority allocates land to a subject for either residential use or subsistence farming. In addition, subjects would also have unlimited access to communal grazing land, which often cuts across traditional authority boundaries. The communal grazing system, however, is becoming increasingly difficult to maintain, given the growing demand for land (for a range of purposes). Furthermore, the traditional land use management system is unwritten and therefore often subject to interpretation.

In recent years, the boundaries between different traditional authority areas have become increasingly blurred. This has led, in part, to the lodging of competing land claims in many parts of the District⁴. It has also led to the growth of informal settlement activities within some traditional authority areas. This is especially prevalent around district growth points like Burgersfort, Atok and Jane Furse and is undoubtedly a reflection of economic migration towards potential centres of economic activity.

Land claims in Sekhukhune

The total number of 850 land claims, which cover 75% of the land in Sekhukhune, are also causing major land shortages for the district. Most of these claims are not likely to be resolved soon as they are on tribal land and need tenure reform rather than restitution. The Act that will cover tenure reform in South Africa is

⁴ According to the Regional Land Claims Commission, there are 133 outstanding land claims within the GSDM (Maila, 2006, p cit)

still a Bill and will be tabled to the cabinet during the course of this year. This means that 75% of the land in the district will still remain under dispute for the foreseeable future.

The nature of number of claims in the district makes development difficult, particularly as we are faced with competing claims and those lodged by one chief against another. These kinds of claims have the greatest potential of causing instability amongst communities – and it is a situation that we as a District Municipality need to monitor carefully. However, it also requires high-level interventions from other spheres of government.

The modern land use management system, on the contrary, is based on a fairly systematic recording of land use rights. This system compels land developers to develop their individual land plots within the parameters of a particular zoning scheme. This type of land use management occurs largely in the formalised towns such as Burgersfort, Marble Hall and Groblersdal.

Land use management in Sekhukhune, then, is a complex issue that requires interventions on a number of different fronts. There are currently some measures to address the situation. The Limpopo Department of Local Government and Housing, for instance, is assisting the local municipalities with the development and review of Spatial Development Frameworks (SDFs) which will address some of these problems. In addition, the District is also conducting land use awareness programmes for various stakeholders as well as developing district wide Land Use Management Schemes. However, much more needs to be done to resolve the multiplicity of spatial issues in the District. Once resolved, these will unlock enormous development potential in Sekhukhune.

3.3.4 Recent trends

According to background research done for the District's 2025 Development Strategy, Sekhukhune's developing economic nodes appear to be attracting an increasing number of people, thereby creating higher population concentrations in certain parts of the District. This is especially true of the Jane Furse-Phokwane development node in Makhuduthamaga, as well as the Bothashoek-Praktiseer area (Tubatse) and the Atok area (Fetakgomo).

In the hinterlands, by contrast, land uses such as conservation appear to be developing more rapidly. This is particularly the case within the local municipal areas of Marble Hall, Elias Motsoaledi and Tubatse.

Finally, the central municipal areas of Makhuduthamaga and Fetakgomo are characterised by mixed land uses of subsistence farming and residential uses.

3.3.5 Land issues may lead to future social tensions . . .

In summary, the land issue is potentially a source of tension in the Sekhukhune area. There is a latent tension between the traditional (tribal council) and modern (legalised) land use management systems. There is also a number of competing land claims in the area, which have not been resolved by the Department of Land Affairs as yet. Finally, as the Sekhukhune economy booms, there is likely to be competing land demands by the different economic sectors. If the district population grows in response to this foreseen economic boom, domestic demand for (commercial and residential) land will become a competitor in this arena as well.

Spatial challenges

- Tribal and modern land use management systems and practice are still a challenge in the district.
- Current land ownership patterns deter potential investors
- Competing land claims in the area threaten to destabilise future development
- Competing (social, economic, etc) demands for land use may cause social tensions in the future

3.4 Economic profile

The attainment of the vision set out in this IDP will ultimately be determined by the state of the Sekhukhune economy. Other sections of this chapter have already painted a picture of the spatial, demographic and infrastructural challenges to economic development in the District. This section turns its lens on the principal characteristics of the Sekhukhune economy more specifically. It identifies the municipal economy's main features, describes its dominant sectors and concludes with an assessment of its competitive advantage. It is therefore an important profile that plays a substantial role in defining the development strategies, projects and overarching socio-economic plans of the Sekhukhune Municipality.

The Sekhukhune economy is a curious mixture of overwhelmingly negative features (such as the highest unemployment rate in Limpopo) and unbridled positive opportunities (like the enormous mining potential within the area). Plotting an economic development path therefore requires a careful assessment of the current economic reality in the District.

3.4.1 The structure of the Sekhukhune economy

Conventional wisdom has it that agriculture, mining and tourism are the three leading sectors in the Sekhukhune economy. Official statistics, however, paint a slightly different picture of the District economy being dominated by community services, mining and trade.

It must be noted that it is very difficult to find accurate data for the local level in South Africa. Those data-gathering exercises that do exist often yield vastly different accounts of local realities. Most public sector plans and IDPs, however, draw on Stats SA data even whilst recognising some of its limitations.

The table below is drawn from Stats SA data and sets out the main sectoral contributions to Sekhukhune's Gross Geographic Product (GGP).

Table 33: Key sectoral contributions to Sekhukhune's GGP (1995 – 2000)

Sector	1995	1996	1997	1998	1999	2000
Agriculture and forestry	11,472	10,828	9,060	11,607	11,295	12,074
Mining	304,975	340,825	385,950	433,274	447,409	510,348
Manufacturing	30,564	35,650	45,420	46,311	52,220	60,532
Electricity and water	39,849	46,002	59,635	76,797	84,431	97,098
Construction	10,717	13,416	14,707	13,440	12,938	10,888
Trade and catering	215,203	253,344	284,010	363,923	409,551	450,398
Tpt and communication	50,026	56,029	70,793	74,507	77,737	80,708
Financial and business services	5,081	5,348	5,630	6,255	8,979	9,529
Community services	799,430	808,253	861,297	1,192,342	1,291,970	1,361,607
Total	1,467,317	1,569,695	1,736,502	2,218,456	2,396,530	2,593,182

Source: Stats SA (2001)

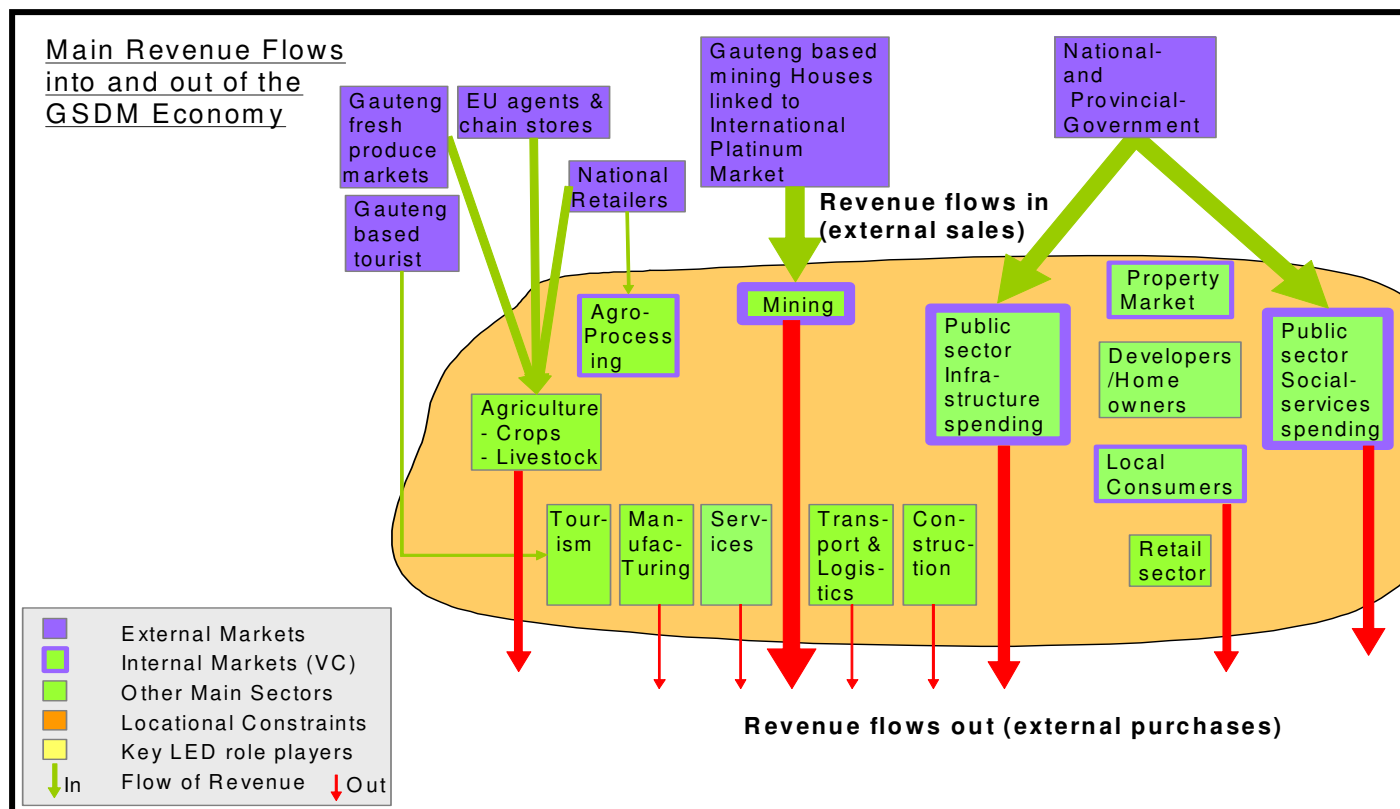
What the data reveals is that in 2000, the Sekhukhune economy depended largely on public sector funding with community services being a major factor in the area. The three main contributors to GGP were community services (52%), mining (20%) and trade (17%).

Despite these findings, the District has very consciously chosen to explore the potential of mining, agriculture and tourism as key contributors to the Sekhukhune economy up to the year 2025. This is also in recognition of the fact that thriving local economies should not depend overly on public sector injections of income. These 3 key sectors, as well as others highlighted in the table above, are presented in the next sub-section.

Revenue Flows

First, however, this section turns its lens on another salient feature of the Sekhukhune economy

Figure 4: Revenue Flows



Source: GSDM (2007a). Local economic development (LED) strategy.

– the main revenue flows into and out of the municipal economy. This is captured graphically in the figure below.

The main sectors are indicated as green blocks within the orange oval, which depicts the boundary of the focal area. The arrows indicate the main sources of external income (revenue and investment) flowing into and leaking out of the economy.

What is striking about this picture is that the bulk of revenue flows directly out of the Sekhukhune economy, as many goods and services are supplied from outside the District. As later sections of this IDP will reveal, this reality has led to the District prioritising certain interventions that will see the retention of revenue within the District.

3.4.2 Key economic sectors

As the previous section highlighted, the pre-dominance of certain sectors in the Sekhukhune economy is somewhat contested. This section provides an outline of the sectors that the District Municipality has decided it is of strategic importance to its sustained economic growth. These sectors are mining, agriculture, tourism, retail and trade, manufacturing, construction, transport and logistics, financial and business services as well as the public sector. Collectively, these provide a comprehensive picture of the potential inherent in the municipal economy.

Mining

The Sekhukhune District cuts across the north-eastern part of the Bushveld Complex, an immense geological structure that contains the largest reserves of platinum group metals (PGM) in the world. PGMs are a family of 6 metals – platinum, palladium, rhodium, iridium, osmium and ruthenium. The first three of these are the main metals used in catalysts. Nickel, chrome, vanadium, titanium, iron, copper, cobalt, granite and asbestos are some of the other deposits found in that belt.

Although statistics may vary, most would agree that mining is a key contributor to Sekhukhune's GGP - and a sector with enormous potential for the immediate future. Modern mining has been practised in Sekhukhuneland for well over a century, and typically involved the exploitation of andalusite, asbestos, chromite and platinum deposits. What is striking about previous bouts of mining activity in the area, however, is how changing commodity prices affected the opening, closing and, occasionally, re-opening of mines. When prices rose, new exploration and development took place in the Sekhukhune mining sector. Conversely, when prices fell, mines in the area were forced to close.

Current mining activities

Mining's contribution to GGP in Sekhukhune is estimated at between 15 – 20%, depending on the source of the statistics. Within the District itself, the sector contributes most to the GGPs of Makhuduthamaga (22,8% in 2000), Fetakgomo (32,6% in 2000) and Tubatse (36,6% in 2000) (Goode, 2006). These figures are likely to have changed in recent years, however.

The major mining activity in the District occurs within the Dilokong Corridor, which stretches largely across Tubatse and Fetakgomo. Elias Motsoaledi, Makhuduthamaga and Marble Hall have relatively low levels of mining activities (GSDM, 2007a).

It is estimated that mining grew at an annual rate of 5,4% between 1996 – 2001 (Goode, 2006), a comparatively high growth rate which bodes well for the future. According to the Department of Minerals and Energy, there were 17 operating mines in the Sekhukhune District area in 2006 (Goode, 2006). These include a significant number of platinum mines in the area.

The table below sets out the main existing (operating) and planned platinum mines in the District.

Table 34: Operating and projected platinum mines in/near Sekhukhune

Mine	Controlling company	Local Municipality
Expansion in progress or production building up		
Lebowa Platinum	Angloplat	Fetakgomo LM
Modikwa	Angloplat African Rainbow Minerals	Tubatse LM
Mototolo	Angloplat	Tubatse LM
Everest South	Aquarius	Within 30km of GSDM
Two Rivers	African Rainbow Minerals	Tubatse LM
Marula UG2	Implants	Tubatse LM
Bankable feasibility study completed		
Blue Ridge	Ridge	Elias Motsoaledi LM
Bankable feasibility study planned or underway		
Sheba's Ridge	Ridge	Elias Motsoaledi LM
Smokey Hills	Platinum Australia	Tubatse LM
Twickenham	Angloplat	Tubatse LM
Mareesburg	Eastern Plats	Tubatse LM
Marula Merensky	Implants	Tubatse LM

Pre-feasibility study in progress or completed		
Kennedy's Vale	Eastern Plats	Tubatse LM
Der Brochen	Angloplat	Tubatse LM
Booysensdal	Angloplat	Within 30km of GSDM
Advanced exploration		
Ga-Phasha	Angloplat	Fetakgomo LM
Loskop	Boynton	Elias Motsoaledi LM
Early exploration		
Grootboom	Boynton	Tubatse LM
Tjate	Jubilee	Tubatse LM
Kliprivier	Nkwe	Within 30km of GSDM
Tinderbox	Placer Dome	Elias Motsoaledi LM
Berg	Platfields	Within 30km of GSDM

Source: Goode, R and Granville, A (2006). Mining expansion and employment in Sekhukhune: Expectations and impediments.

In addition to the list above, there are also a number of other PGM prospects in or around the Sekhukhune District area.

Prospects for the future

Much attention has been given recently to the anticipated platinum mining explosion in Sekhukhune. There are 3 areas where the new platinum mines will be concentrated:

- The Lebowakgomo District (South)
- Groblersdal – Cluff mining
- The Dilokong or Burgersfort/Steelpoort corridor (Techso, undated).

The Sekhukhune District recently commissioned an investigation into potential global demand for the key minerals found in its jurisdiction. The results are presented in the table below.

Table 35: Market prospects for Sekhukhune minerals

Mineral	Commercial uses	Future prospects
Chrome and ferrochrome	<ul style="list-style-type: none"> • Stainless steel production • Metallurgical applications • Refractory, foundry and chemical industries 	<ul style="list-style-type: none"> • The primary determinant of global demand for chrome is stainless steel production (which has grown by 6% p.a. since 1998) • There's currently strong demand from high Chinese stainless steel production • However, excessive supply of chrome could push down prices in the future
Vanadium	<ul style="list-style-type: none"> • Steel making 	<ul style="list-style-type: none"> • Because 90% of vanadium is used in steel making, the world vanadium market is firmly tied to the steel market • In 2004, world steel production exceeded 1 billion tons for the first time in history • Between 2000 – 2004, steel production increased by 6% p.a. globally, especially from China • Positive short-term prospects for

		<p>Sekhukhune vanadium, especially given potential Chinese demand</p> <ul style="list-style-type: none"> • A possible threat could arise if producers seek substitutes if vanadium prices become too high
Platinum group metals	<ul style="list-style-type: none"> • Automotive exhaust catalysts (autocatalysts) • Other industrial uses (other catalysts, turbine blades. Biomedical uses, coins, PC hard disks, etc) • Jewellery production 	<ul style="list-style-type: none"> • Because of the nature of its commercial usage, global demand is strongly linked to environmental stds re vehicle emissions • Demand for PGMs has continued to grow over the years, however – and there is currently a healthy outlook for this type of mining • Jewellery demand is also expected to rise
Limestone	<ul style="list-style-type: none"> • Used in cement and steel-making 	<ul style="list-style-type: none"> • Increased construction activity will result in sustained demand for cement • Hence, there's a positive outlook for limestone mining in Sekhukhune
Dimension stone	<ul style="list-style-type: none"> • Red and black granite used in home décor/architecture 	<ul style="list-style-type: none"> • World demand for dimension stone has been growing steadily • However, the South African market isn't faring well because of currency appreciation, costly logistics to beneficiation cnrs and unpredictable demand (because architects choose different finishes)
Coal	<ul style="list-style-type: none"> • Energy 	<ul style="list-style-type: none"> • There are better sources outside Sekhukhune that currently supply the domestic and international markets • Hence, coal mining isn't a viable prospect for Sekhukhune • However, there's limited potential for the extraction of coal bed methane as an energy source for the region (needs further investigation, though)

Source: Adapted from Goode (2006). Scoping paper on the mining sector in the Greater Sekhukhune District Municipality.

There are, in summary, a number of factors that could affect Sekhukhune's mining industry negatively in the future. These include drops in global demands for the minerals produced in the area, continued water scarcity in Sekhukhune and the increasing mechanisation of platinum mining in the future. The latter will affect the potential employment opportunities generated by the mining industry in Sekhukhune. All these externalities may impact on the viability of the mining sector in Sekhukhune, regardless of whether the area contains significant mineral deposits or not.

Beneficiation opportunities and value chain analysis

It is important to note that PGM ores are low in value (possibly around 30 cents/kg). It is also difficult to extract the valuable metals from them without suitable and expensive equipment. Some estimates place the value of the ordinary (just mined) platinum ore at only 13% of the refined material (Goode and Granville, 2006).

At present, there is no base-metal or platinum smelter in the Sekhukhune area. The nearest smelter is Amplats' Polokwane Smelter. Recent research done for the District's *2025 Strategy* included interviews with key mining companies on the possibility of them building a smelter within the District. This was based on research projections that the total PGM production in Sekhukhune in 2015 would be 2,900,000 oz per annum – a figure that would justify the installation of a new smelter in the area (Goode and Granville, 2006). It would appear, however, that most mining companies were not planning to build a new smelter in the Sekhukhune area. The one possible expectation was Ridge Mining, which is currently considering building a new smelter at Sheba's Ridge (within Elias Motsoaledi Municipality) (Goode and Granville, 2006). None of this has been decisively concluded, however.

Job creation

Since the mid-1980s, the mining labour market has changed significantly as the sector has become more knowledge-intensive. As a result, overall mining employment has been decreasing gradually.

Goode and Granville (2006) estimate that platinum mining in the Sekhukhune District will generate the following jobs until 2015:

Table 36: Projected employment in platinum mining in/near Sekhukhune

	Production (k-oz)	Employees
2005	652	14,067
2006	700	14,570
2007	931	18,665
2008	1,412	27,287
2009	1,710	31,860
2010	2,028	36,427
2011	2,266	39,252
2012	2,495	41,666
2013	2,597	41,806
2014	2,693	41,786
2015	2,856	42,730

Source: Goode, R and Granville, A (2006). Mining expansion and employment in Sekhukhuneland: Expectations and impediments.

Goode and Granville (2006, op cit) also predict that employment in the mining and metallurgical industry in Sekhukhune will double by 2015. Their forecasting is captured below.

Table 37: Projected employment in Sekhukhune's minerals industry (- 2015)

	2005	2010	2015
Platinum mines	14,067	36,427	42,730
Chromite mines	1,415	1,740	2,140
Base metal smelters	0	170	300
Ferrochrome plants	832	1,030	1,270
Other mines and metallurgical plants	740	900	1,100
Total	17,050	40,300	47,500

Source: Goode, R and Granville, A (2006). Mining expansion and employment in Sekhukhuneland: Expectations and impediments.

Other projections predict that direct employment at Sekhukhune mines is expected to grow from 9,185 (2005) to more than 18,200 by 2009 (GSDM, 2007a).

An eye on 2015 . . .

- Production of Platinum Group Metals (PGMs) in Sekhukhune will probably increase from 652,000 oz (2005) to 2,900,00 oz (2015)
- By 2015, the Sekhukhune District area will be producing 22% of South Africa's PGMs
- The capacity of chromite mines in Sekhukhune will probably increase by 150% by 2015
- Vanadium mining in Sekhukhune will increase by 50% by 2015
- Some opportunities, if carefully nurtured, exist for beneficiation within the Sekhukhune District itself
- Employment in the minerals industry in Sekhukhune may increase by 180% by 2015 (an additional 30,000 workers)

Goode and Granville (2006)

Agriculture

The agricultural sector is an important contributor to employment, but a relatively marginal contributor to the aggregate GGP, estimated at 9,7% (GSDM, 2007a). According to farmers in the area, the main reason why the sector doesn't contribute more to GGP is because of water scarcity. Other reasons could include the combined effects of land claims, which creates uncertainty and discourages further investment, as well as the low growth of global commodities.

Agriculture in the Sekhukhune District is a mixture of both commercial and subsistence farming. As indicated in the earlier spatial profile, subsistence farming tends to dominate land use in the District.

Commercial agriculture in Sekhukhune tends to be concentrated in two areas:

- The south-western part of the District (near Groblersdal and Marble Hall)
- The eastern section of the District (near Burgersfort and Ohrigstad)

Commercial agriculture

Over the past 5 to 10 years, farmers in the area have faced mounted difficulties with falling commodity prices and rising input costs. Despite this, agriculture's contribution to GGP continues to be roughly 10% and, in 2001, provided 16% of the formal employment within the District (Womiu Rural Development, 2006a).

There are two major areas of commercial cultivation:

- The Loskop scheme
- The Ohrigstad scheme

The Loskop scheme

The towns of Groblersdal and Marble Hall are found in the Loskop Valley. The commercial agricultural schemes in this valley are serviced by the Loskop Dam, built in 1938 especially for this purpose. In addition to the Loskop scheme, there are 5 smaller schemes within the Loskop agricultural area:

- Moosrivier scheme
- Hereford scheme
- Olifants River scheme
- Elands River scheme
- Selons River scheme

Collectively, these contribute significantly to commercial agriculture in the area.

The past 10 years have placed Loskop farmers under increasing pressure as rising input costs, a stronger local currency, lower commodity prices and external competition have all taken their toll. One of the responses on the part of local farmers has been to diversify the crops they produce. The collapse of the once lucrative tobacco industry has also pressured farmers in the area to look at different options. As a result, there has been a growing emphasis placed on establishing permanent crops, such as citrus and table grapes, in the area.

Main crops in Loskop

<ul style="list-style-type: none"> • Tobacco • Wheat • Cotton • Soya beans • Citrus • Paprika • Pumpkin 	<ul style="list-style-type: none"> • Peas • Commercial vegetables • Seed maize • Commercial maize • Table grapes • Watermelons and cantaloupes • Dry beans
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The Ohrigstad scheme

The Ohrigstad valley is supplied with irrigation water from the Ohrigstad Dam along the Ohrigstad River. The total area currently being irrigated is estimated at roughly 4,500 hectares. At present, information on the Ohrigstad scheme is fairly limited, although indications are that the area is facing similar challenges to those faced by Loskop farmers (Womiwu Rural Development, 2006a).

Main crops in Ohrigstad	
<ul style="list-style-type: none"> • Tobacco • Paprika • Wheat • Maize • Seed maize • Citrus 	<ul style="list-style-type: none"> • Sugar • Lucerne • Vegetable cash crops • Olives • Game farming

The District currently has a competitive advantage in a number of crops, including table grapes, citrus and vegetables for processing (Womiwu Rural Development, 2006b). This can be maintained if the District promotes processing and other value-adding activities for these products.

Emerging and small-scale agriculture

Almost 70% of Sekhukhune farmers are subsistence farmers. This group of farmers engages extensively in both livestock and crop farming.

In the mid-1990s, three Farmer Support Programmes were providing assistance to about 16,000 small-scale maize farmers in Phokoane, Ndebele and Sterkspruit. These programmes have been discontinued (Womiwu Rural Development, 2006a) and subsistence agricultural production in Sekhukhune has generally dropped significantly (DoA, 2006).

The two areas with the highest potential for small-scale farmers are the higher rainfall dryland areas, as well as the Olifants River Irrigation Scheme. The latter consist of 42 government-assisted schemes allocated to approximately 3,000 farmers, and has been identified as part of the Limpopo DoA's *Revitalisation of smallholder schemes*. The table below captures the schemes that will be revitalised under this initiative in the first 2 years:

Table 38: Planned revitalisation of small-scale farming schemes in Sekhukhune

Name of scheme	Size (ha)	No of farmers
Boschkloof	127	200
Lepellane	340	68
Montevideo	90	31
Gataan	115	129
De Paarl	68	54
Goedvertrouing	123	102
Nooitgesien	110	91
Steelpoortdrift	94	72
Strydkraal	92	92
Wonderboom	117	23

Total	1,276	862
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Source: Womiwu Rural Development (2006a). *Scoping paper: Agricultural sector*.

The future of agriculture in Sekhukhune is, however, impeded by a number of factors. These include water scarcity, distorted land ownership patterns, a growing number of land claims, limited support services and inadequate infrastructure and services. The huge disparities between the commercial and subsistence farming worlds may also eventually cause some social tension. The other area of potential tension lies in conflicting social and economic demands for water, an increasingly scarce resource in the District. It is a tension that will need to be mediated through future IDP processes.

Despite these potential difficulties, opportunities abound for agriculture in Sekhukhune, and the sector is likely to play a dominant role in the District's forthcoming *2025 Strategy*. It is also a critical element of provincial economic strategy.

Agriculture and the LGDS

There are two identified agricultural clusters within the LGDS:

- Red meat cluster
- Horticultural cluster

Both have implications for future agricultural development in the Sekhukhune District. The red meat cluster could be developed best in the Phokoane/Ndebele area, and the horticultural cluster in the Groblersdal/Marble Hall area. Both options are currently being considered by the Sekhukhune District and feasibility studies are being undertaken in 07/08 financial year.

Agricultural activities with the most potential in Sekhukhune

Recent research done for the District's *2025 Strategy* identified 6 areas that held the most potential for Sekhukhune agriculture. These are:

- Crops associated with the bio-fuels industry (soya, sorghum, maize, groundnuts, sunflower, etc)
- Dryland farmer support programme focusing on maize, sorghum and guar
- Farmer support programme focusing on cattle and goat farming
- Red meat cluster development, concentrating on the sourcing of weaners, feedlots, feed manufacturing, abattoir and other processing
- General farmer support programmes looking at the unutilised capacity of small community projects in the District
- Commercial and horticultural production, especially in terms of cluster development in the high potential areas of Groblersdal/Marble Hall and Ohrigstad/Watervals-Spekboom (focused on value-adding activities)

(Womiwu Rural Development, 2006b)

These options are currently being investigated by the District.

Tourism

Nationally, there has been a major shift in the tourism sector away from strategies that rely on physical attributes towards those that emphasise competitive behaviour. This notion is taken forward in key provincial documents, such as the *LGDS* and the *Provincial Tourism Plan*, which call for the development of spatially concentrated clusters that have unique competitive success in a particular field.

Within the Sekhukhune context, a number of clusters have been identified recently as offering significant tourism potential. These include:

- Themed routes for special interest groups
- Family recreation for neighbours and local residents
- The game industry for hunters, lodges and game farmers
- Business tourism
- Agri-tourism

(G Steyn and Associates, 2006)

Current tourism infrastructure

Tourism has been identified as one of the major growth sectors in the Sekhukhune District. The District's *Tourism Strategy* indicates that there are an estimated 84 accommodation facilities offering 2,627 beds throughout Sekhukhune. The sector also employs about 962 persons.

Table 39: Accommodation facilities in Sekhukhune

Municipal area	No of facilities	No of beds	Occupancy rate (%)	Turnover	Staff employed
Tubatse	20	1,278	67	47,200,000	432
Elias Motsoaledi	24	577	59	20,200,000	222
Marble Hall	29	677	54	23,000,000	260
Fetakgomo	1	20	n/a	200,000	12
Makhuduthamaga	6	75	62	2,600,000	36
Sekhukhune	81	2,627	62	93200,000	962

Source: GSDM (2005). Greater Sekhukhune Tourism Development Strategy. Status Quo Report.

The potential of this sector could be more fully exploited if multiplier effects are taken more advantage of.

Flagship tourism projects

The Sekhukhune area has a number of potential tourism attractions, some of which have been captured as flagship projects under the District's new tourism plan. The area hosts the scenic Flag Boshielo Dam area, for example, as well as the adjoining Schuinsdraai Nature reserve, Potlake Nature Reserve and the Maleoskop resort and conservancy.

Tourism anchor projects in Sekhukhune

The District's *Tourism Development Strategy* recommends the 5 following anchor projects:

- Flag Boshielo cluster
- Tjate heritage site
- Main entrance gate and route development
- Klein Drakensberg escarpment
- De Hoop Dam to Mapoch recreation complex

Future growth

According to the District's draft *LED Strategy* (GSDM, 2007a), tourism in Sekhukhune is still in its infancy with limited offerings and low service standards. It does, however, have the potential to diversify the economy in a sustainable and labour intensive manner. The Sekhukhune area encompasses a variety of potential tourism destinations, which many specific market niches. These niches need investigation and development of destinations, into compelling attractions. Growth in tourism is currently driven mainly by business visitors in the public and mining sector activities and agriculture provides an opportunity to grow the sector creatively with unique attractions.

Recent research done for the Sekhukhune District's draft *2025 Strategy* also made a few predictions about the employment-generating potential of the tourism sector in the area. The employment potential of some of the key projects is captured in the table below.

Table 40: Predictions about the employment potential of the Tourism Sector

	Unskilled jobs	Total jobs
Flag Boshielo – construction phase	310	470
Flag Boshielo – operational phase	100	200
Tjate heritage site – construction phase	20	26
Tjate heritage site – operational phase	6	11
Entrance gates and route development – construction phase	50	80

Entrance gates and route development – operational phase	25	52
Klein Drakensberg complex - construction phase	60	85
Klein Drakensberg complex - operational phase	36	62
De Hoop family resort - construction phase	180	360
De Hoop family resort - operational phase	88	140
De Hoop conservancy - construction phase	20	40
De Hoop conservancy - operational phase	12	20

Source: Procurement Dynamics and G Steyn and Associates (2006). *Economic impact assessment and ranking of tourism projects*.

At present, however, there are very few institutions serving the tourism industry in Sekhukhune. These include Sun Valley Tourism, Marble Hall LM's tourism body. The Roossenekal Tourism Publicity Association is found within Elias Motsoaledi and, amongst other things, stages the Arum Lily Festival. Other role-players connected to the Sekhukhune tourism industry include the Limpopo Department of Economic Development, Environmental Affairs and Tourism (DEDAT), Limpopo Tourism and Parks Board (LTP) and Limdev.

The future growth of the tourism industry is further impeded by infrastructural and service delivery constraints in Sekhukhune. These include poor roads, telecommunications, electricity and water supply.

Retail and wholesale trade and services

According to Stats SA data presented earlier in this section, the Trade and Services sector is also a major contributor to GGP (17%). The sector has shown a significant increase in its contribution to the aggregate GGP, registered a high growth rate and remains a relatively large component of the local economy. The sector responds predominantly to local markets. Growth in these sectors could be explained by increased local spending power as a result of growth in the public and mining sectors.

Formal trade is mostly restricted to the major towns such as Marble Hall and Groblersdal, while informal trade takes place throughout the rural parts of the District, including the numerous villages.

Manufacturing

Manufacturing is a relatively small sector within the Sekhukhune economy. The most common manufacturing activities include the making of sand bricks, windows, doors and steel frames. These activities respond to local demand from the infrastructural development associated with housing projects, road rehabilitation, as well as agriculture and mining activities.

There is potential for growth in manufacturing if effective links are created to exploit opportunities resulting from the mining and public sector infrastructure spending.

Construction

The construction sector is also a relatively small, but important, contributor to Sekhukhune's GGP. It is linked to development within all the other sectors of the economy. This includes the demand for the construction of public sector infrastructure (housing, roads, provision of basic services, the De Hoop dam and the pipeline network) – a trend that is large and growing. Most construction work is currently sourced from outside the District. This poses the challenge for local residents to either become competitive enough or partner with already competitive contractors to share in this growth.

Transport, logistics and communications

The transport, logistics and communications sector is becoming significantly more important in Sekhukhune, especially with the gradual increase in activities of other economic sectors. The anticipated expansion in mining, for instance, offers tremendous opportunity for passenger transport and material. Similarly, public sector infrastructural development also demands the movement of huge amounts of material and people.

Financial, business and real estate services

The financial and business services sector is an important contributor when analysed in the context of the District economy. The contribution is between 10 to 12 %. It is also important because it facilitates the development of other economic sectors in the area. At present, the majority of these services are concentrated within the economic nodes of Groblersdal and Marble Hall.

Public sector

The government sector employs 16% of the total Sekhukhune population, provides public services and invests in development work. Besides the employment created, income generated and spent in Sekhukhune, the public sector also has a key role to play in the economy in the way decisions are taken. The delivery of the public infrastructure budget for example, could be prioritised to unlock economic potential, in the absence of which, opportunities could be wasted. However, public expenditure in Sekhukhune far exceeds its ability to raise tax revenue. The inference is that Sekhukhune's public spending is actually mainly paid for by the rest of the country.

3.4.3 Development corridors in Sekhukhune

A number of development corridors have the potential to promote economic growth within the Sekhukhune District (GSDM, undated, b). These are described below.

The Dilokong corridor

The Dilokong (Platinum) Primary Corridor is an extremely important corridor to both Sekhukhune and the province. It correlates largely with the R37 road, which runs from Polokwane through Lebowakgomo to Burgersfort.

The Dilokong corridor is characterised by booming mining activities alongside its trajectory. Projected mining expansion in the area is likely to boost the importance of this initiative as well. Tubatse benefits the most from developments in this corridor, with lesser benefits accruing to Fetakgomo as well.

The Dilokong Corridor also encompasses a number of growth points including Atok (within Fetakgomo), Mecklenburg and Burgersfort. The Burgersfort cluster includes a provincial growth point (Burgersfort), District growth point (Steelpoort) and municipal growth point (Driekop). The remaining settlements which forms part of the Burgersfort cluster, have been classified as population concentration points. These settlements are also important in the development of the area mainly because they have residential development potential for the mines (GSDM, undated, b).

The N11 corridor

The primary N11 corridor runs from Botswana through Potgietersrus down to Groblersdal and onwards to Middleburg on the western side of the District. It serves as a major transport route in the western part of the District, particularly for transporting agricultural produce. The road conditions along this corridor are fairly poor, however.

Marble Hall and Groblersdal fall within the N11 corridor. These towns have also been classified as provincial growth points because of their important service function to the surrounding communities, as well as their linkages to the agricultural sector (GSDM, undated, b).

Jane Furse corridor

The mainly residential development on the road between Lebowakgomo via Ga-Masemola and Ga-Phahla to Jane Furse and Glen Cowie/Phokwane can be classified as a secondary development corridor within Sekhukhune. This corridor does not form part of a SDI route, but is a corridor in terms of the nature and extent of the large population concentration in the area.

This secondary corridor also has some economic potential, largely because of the presence of Jane Furse.

Burgersfort/Stoffberg corridor

This secondary corridor can play a significant role in the development of mining. It extends from Burgersfort via Steelpoort to Stoffberg. A number of mining activities are taking place at the moment along this corridor. Proper infrastructure will be required to facilitate mining expansion, however. Proper development of this corridor will stimulate economic development of the surrounding areas. It will mostly cater for the transportation of goods and services.

Other corridors

The following tertiary corridors were identified within the Sekhukhune District Municipality:

- From Burgersfort to Penge
 - From Marble Hall to Siyabuswa
 - From Groblersdal to Stoffberg
 - From Marble Hall along the Olifants to Atok
 - From Jane Furse to Nchabaleng
- (GSDM, undated, b).

These corridors have various clusters, which are primarily classified as population concentration points, including municipal growth points. They also connect various villages with different growth points. They are strategically distributed and link well with the primary and secondary corridors identified above. Some of the identified tertiary corridors need upgrading in order to stimulate economic growth in these clustered villages and municipal growth points.

3.4.4 Local economies within Sekhukhune

Each local municipality's economy within the Sekhukhune District has distinctive characteristics of its own which collectively contribute to the overall economic make-up of the area. This section presents a snapshot of these local economies.

Greater Tubatse Local Municipality

Greater Tubatse is a strong economic centre within the Sekhukhune District, primarily because of its mining sector. Mining is indeed the major source of employment and economic growth in Tubatse. Minerals found here include platinum, chrome, vanadium, andalusite, silica and magnetite. The mining sector is currently growing rapidly in this area, and the town Greater Tubatse (Burgersfort) is now one of the fastest growing towns in the country.

Retail, trade, services and agriculture also contribute to the Greater Tubatse economy and are major employers. Agricultural products cultivated in this area include citrus, vegetables, corn and maize. Livestock farming includes cattle, goats and game.

Makhuduthamaga Local Municipality

The Makhuduthamaga municipality promotes agriculture, tourism and mining as the key growth sectors. There are a number of mining exploration exercises that are taking place within the municipality. If mining does indeed prove feasible, it will have an added impetus on the creation of much needed jobs in particular and the growth of the economy in general.

The decision to locate the District Municipality in Jane Furse will provide substantial growth impetus, perhaps at the cost of Elias Motsoaledi Local Municipality. Furthermore, the agricultural and tourism potential of the municipality have yet to be exploited fully. At the moment limited forms of agricultural and tourism activities are taking place.

Greater Marble Hall Local Municipality

The availability of irrigation water from the closely situated Loskop Dam makes Marble Hall a thriving agricultural area. Marble Hall is known for its extensive irrigation farming which includes cotton (Marble

Hall has one of the biggest Cotton Production Centres in the Southern Hemisphere), wheat, citrus, table grapes and vegetables. The extensive vegetable cultivation provides for the Gauteng market and national retailers. Citrus and table grapes are exported to the European market.

Fetakgomo Local Municipality

Fetakgomo Municipality is blessed with mineral deposits, such as platinum, which with the public sector, makes the largest contributions to the local economy. It is situated in the fertile soil alongside the rivers of Lepelle and Lepellane, offering great agricultural potential which is currently underutilised. This municipality is surrounded by beautiful mountains and has a rich cultural history with potential to become tourist attractions.

Elias Motsoaledi Local Municipality

Grobiersdal is the centre of a progressive farming community because of the town's fortunate location in the Olifants River irrigation area below Loskop Dam. Intensive agricultural activities (under 5 irrigation schemes) cover a total surface area of 28 800 ha. The gross agricultural production of the district is estimated at R250 million per annum. The agricultural produce includes grapes, wheat, tobacco, maize, soya beans, citrus fruits, cotton and vegetables.

Table 41: Priority sectors of local municipalities

Local municipality	Agriculture and agro-processing	Mining	Construction	Tourism	Other sectors	Public Sector
Elias Motsoaledi	X	X		X		X
Fetakgomo	X	X (platinum)	X	X		X
Makhuduthamaga	X	X (concrete)		X	X (retail)	X
Marble Hall	X		X	X		
Tubatse	X	X (various)		X		X

Source: GSDM (2006b). Results of LED rapid appraisal.

3.4.5 Competitive and comparative advantages

For the Sekhukhune economy to grow sustainably, revenue and investment flows must increase, preferably from external markets. It is therefore necessary to determine which external markets Sekhukhune-based enterprises can compete in profitably and sustainably. It is also important to understand the nature of competitive advantages and disadvantages in these markets, and to recognise which factors are critical to success and which factors still constrain the relevant sector's performance.

The District is currently exploring 5 key markets that offer viable potential to drive future economic growth in Sekhukhune. These are described briefly below, and their competitive advantages and disadvantages are highlighted.

Platinum and chrome ore mining

Prospects for the sustained growth and competitiveness of platinum and chrome ore are extremely healthy, as previous sections in this chapter have attested. The potential for pro-poor growth is also solid, mainly in enterprises supplying goods and services to the mines.

Main market: Gauteng and international mining houses

Sector: Mining

Competitive Advantages	Competitive Disadvantages
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<ul style="list-style-type: none"> Lead enterprises are established to become world players and financially robust <p>Demand conditions:</p> <ul style="list-style-type: none"> Fully integrated into international value chains Supporting Industries: <p>Locational factors:</p> <ul style="list-style-type: none"> Vast and rich mineral deposits Situated close to the smelters High value minerals Extracted at competitive cost Ample supply of labour 	<ul style="list-style-type: none"> Few local support industries Shortages of skills Low levels of education <p>Uncertainty about land availability for:</p> <ul style="list-style-type: none"> Expansion: surface mining rights housing Ability to anticipate and manage community expectations related to development Relationship challenges with neighbouring communities
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Source: GSDM (2007b). Draft Local Economic Development (LED) strategy.

Supplies and outsourced services to local mines

Currently, prospects for sustained growth and competitiveness are healthy for the next 20 years⁵. The potential for pro-poor growth is reasonable, and mainly in enterprises supplying goods and services to the mines. Employment in these services and production are labour intensive. The growth in these sectors will also contribute to growth in other sectors, such as retail, property and transport.

Main market: Platinum and Chrome mining cluster on the Dilokong Corridor

Main sectors: Services, Transport & Logistics, Construction, Manufacturing, Property Market Agriculture, Agro-Processing, Tourism

Competitive advantages	Competitive disadvantages
<p>Demand conditions:</p> <ul style="list-style-type: none"> There are more than forty types of services that the mine could source locally if competitive service providers can be established or attracted to operate from Fetakgomo. The opportunities include transport of material in the mine, out to the smelter, cleaning services, labour broker, maintenance of plant and machinery, garden services and catering services including the supply of meat and vegetables. The mines are willing to source locally provided competitive suppliers that can be developed. Risk should be managed - mine operations must not be disrupted by supplier/ service provider failures Most procurement takes place from head 	<ul style="list-style-type: none"> Most of these services are currently supplied from outside GSDM Shortage of good local suppliers Quality of work inconsistent Poor quality control Tendering skills limited Limited expertise to manage big contracts Poor cooperation between established and emerging contractors Limited support industries Private sector not aware and do not have access to opportunities Lack of appropriate business support services Limited availability of finance Shortages of skills Low levels of education Shortage of serviced industrial property

⁵ However, commodity booms have, for the past 15 cycles lasted an average of 18 years. As indicated in earlier sections of this chapter, Sekhukhune minerals may not attain the price anticipated in the future.

office outside GSDM Supporting Industries: <ul style="list-style-type: none"> • LIBSA • LIMDEV • Supportive Local government Locational factors: <ul style="list-style-type: none"> • Close proximity to the large scale mining activities - mine as a market • Access to basic services in growth points • Some existing service providers • Some existing facilities and infrastructure 	in suitable locations close to the mines <ul style="list-style-type: none"> • Limited telecommunication infrastructure
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Source: GSDM (2007b). Local economic development (LED) strategy.

Fruit, vegetables, cotton, meat and beneficiation

Agriculture is labour intensive and creates employment. Prospects for sustained growth and competitiveness are good if existing constraints can be dealt with effectively. The potential for pro-poor growth is high, especially if markets can be made more easily accessible for example establishment of a local agro-processing plant that sources from emerging farmers. Agriculture only makes a marginal contribution to growth in other sectors.

Despite the water constraint in many areas, other production areas with irrigation are under utilised for various reasons. The sector does have the expertise, experience and market linkages to grow and create many jobs. The climate and location offers competitive advantage i.e.; speed to market and the long duration of the warm season.

Main markets: National Retailers, EU Agents & Chain stores, Gauteng Fresh Produce markets

Sectors: Agriculture, Agro-Processing

Competitive advantages	Competitive disadvantages
<ul style="list-style-type: none"> • Established commercial farming sector • Advanced citrus sector serving international markets • Markets for livestock: Mines, Gauteng, • Established links to the Gauteng, National Retailers and EU markets Demand conditions: <ul style="list-style-type: none"> • Rand has weakened recently, contributing to price competitiveness in export markets. Supporting Industries: <ul style="list-style-type: none"> • Availability of technical skills Locational factors: <ul style="list-style-type: none"> • Proximity to Gauteng market • Close to the mine as a market • Vast expanses of unutilised land with agriculture potential • Availability of water (near rivers and irrigation schemes) • Water supply to improve, increased capacity of Flag Boshielo and the new De 	<ul style="list-style-type: none"> • Subsistence level farming persists • Oversupply in commodity markets pushes prices down, affording low margins. • Farmers have little to no bargaining power. • Access to markets limited • Emerging farmers especially in remote areas have limited access to markets • Limited access to suppliers in remote areas • Limited emerging / established partnerships • Ineffective technical support to emerging farmers • Mistrust by business of government • Land ownership: current regulations discourages investment • Labour regulations discourage fulltime employment to the detriment of both the farmer and the farm worker. • 75% of the arable land in GSDM is under unsettled claim (850 claims) • Agricultural expansion is water

<ul style="list-style-type: none"> • Hoop dams • Under-utilised existing irrigation schemes • Fertile soil • Favourable climate conditions • Long seasons for production • Existing skills • Potential for larger scale commercialisation - variety of products • Entrepreneurs with ideas and capital • 	<ul style="list-style-type: none"> • constrained in many places • Shortages of certain skills • Low levels of education • Limited electricity supply to remote areas • Limited access to telecommunications infrastructure • Risks associated with periods of drought • Limited supply of veterinary services in outlying areas • Some areas suffer from erosion and overgrazing
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Source: GSDM (2007b). Local economic development (LED) strategy.

Business and leisure tourism

In lieu of the high dependency of the Sekhukhune economy on the public and mining sectors, other sectors need to be developed in the longer term to diversify the economy. This will render it less vulnerable when the mining boom subsides. Tourism is one sector where competitive advantage can be developed and maintained over time. The short term demand especially, whilst the mining expansion takes place, presents an opportunity to create appropriate facilities that meet the market demand and will be sustainable.

The current tourism sector is not yet competitive but has the potential to become competitive due to infrastructure development of new access roads and key tourism attractions. The potential for pro-poor growth is limited in the short term but will increase with time. Tourism is typically labour intensive and will have positive spin-offs for other sectors such as housing, retail and golf course development following tourism investment.

Main markets: Local and Foreign Tourists travelling mainly from Gauteng

Tourism sector: Accommodation and other tourism service providers

Competitive advantages	Competitive disadvantages
<ul style="list-style-type: none"> • Consists mainly of a number of small lodges, guesthouses, game farms, backpacker establishments. Dedicated restaurants consist mainly of fast food franchise outlets. <p>Demand conditions:</p> <ul style="list-style-type: none"> • Largest demand for “business tourism” - visitors to the public-, mining- and agriculture-sectors • Unmet need for accommodation from mine- and municipal- visitors to areas other than Marble Hall, Groblersdal and Burgersfort <p>Supporting Industries:</p> <ul style="list-style-type: none"> • Proactive Government Support for Tourism in the form of: • R60 million from Province, National Dept’ Environmental Affairs and Tourism and National Dept. Water Affairs • Political support • Support from the Magoshi <p>Locational factors:</p>	<ul style="list-style-type: none"> • Key tourist attractions / heritage sites still not developed to competitive standard • Poor quality of service and skills, especially in the hospitality sector • Limited understanding of target markets • Fragmentation and poor cooperation in the tourism sector • Poorly maintained roads and underdeveloped road infrastructure • Shortage of skills in the broad tourism sector • Land ownership constraint in tribal areas • Development land / site availability/ ownership = investment risk • Backlog in basic infrastructure (including electricity) in rural and remote areas • Limited access to telecommunication infrastructure

<ul style="list-style-type: none"> • Flag Boshielo dam / Schuinsdraai game reserve initiative - Planned Big 5 reserve, malaria free, only two hours from Gauteng, housing & golf estate • Variety of agricultural education attractions • Picturesque area with potential for many activities related to the landscape • Rich cultural historical area with many heritage sites 	
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Source: GSDM (2007b). Local economic development (LED) strategy.

Public Sector Infra-structure Spending

The public sector investment and service provision in Sekhukhune will continue to grow as long as the District remains a Presidential priority node. Two distinct potentials arise that LED can tap into:

- Directing/shifting such investment to support the LED strategic priorities to unlock economic potential more effectively.
- Increasing the local private and emerging sector capacity to deliver such services, to win a larger share of these local contracts.

The public sector market includes work contracted by: Department of Water Affairs and Forestry, Department of Public Works, Road Agency Limpopo, Department of Housing and Department of Provincial and Local Government (MIG) expenditure.

Local suppliers: Construction, Transport & Logistics, Services, Manufacturing, Property Market, Tourism

Competitive advantages	Competitive disadvantages
<ul style="list-style-type: none"> • Public sector service providers <p>Demand conditions</p> <ul style="list-style-type: none"> • GSDM is a presidential development node and qualifies proportionately for more state development funding • Massive investment in upgrading the GSDM infrastructure is planned – this includes building of dams, reticulating water and waste, roads, housing development, electricity and telecommunications, • Quality of infrastructure not to be compromised by awarding contracts to underperformers <p>Supporting Industries</p> <ul style="list-style-type: none"> • Municipal planners, Engineers, Building inspectors • Supportive Local Government • Qualify for MIG, EPWP, ... grant funding • LIBSA provides training support <p>Locational factors</p> <ul style="list-style-type: none"> • Cost advantage of local proximity • Local know how • Diversity of construction skills • Contractors willing to work together • Earth moving equipment 	<ul style="list-style-type: none"> • Mostly external to GSDM • Quality of work • Poor quality control • Poor cooperation between established and emerging contractors • Limited experience and credibility of local construction enterprises • Limited tendering skills • Limited expertise to manage big contracts • Municipalities are not accessing maximum of infrastructure grants • Local development priorities are not linked effectively to District and Provincial priorities • Local development priorities not linked effectively to public sector support agencies • Locals not aware of all the existing opportunities / potential projects • Limited availability of finance for construction sector • Shortage of engineers • Shortages of technical skills • Low levels of education

- Building materials available

Source: GSDM (2007b). Local economic development (LED) strategy.

3.4.6 Local constraints to growth

The table below is the result of a rapid appraisal process conducted in November 2006 as part of the District's LED strategy formulation (GSDM, 2006b). It sets out the main local constraints to growth that municipal practitioners themselves identified.

Table 42: Constraints to economic growth in Sekhukhune

Land	Roads	Skills	Other
Elias Motsoaledi			
<ul style="list-style-type: none"> • Land ownership 	<ul style="list-style-type: none"> • Groblersdal to Roossenekal (R3700) • Groblersdal to Bronkhorspruit (R25) • The road from Groblersdal via Roossenekal to the Mapoch Caves needs upgrading. 	<ul style="list-style-type: none"> • Support emerging farmers to gain commercial farming skills 	<ul style="list-style-type: none"> • Infrastructure development around Mapoch Cave • Infrastructure e.g. roads, water and electricity for mines
Fetakgomo			
<ul style="list-style-type: none"> • Unblock the land constraint 	<ul style="list-style-type: none"> • Upgrade D4190 Road to Atok Mine. • Build a road from R37 to Sekhukhune cultural village 	<ul style="list-style-type: none"> • Support emerging farmers to gain commercial farming skills and lift them to a commercial level 	<ul style="list-style-type: none"> • Remove blockages to investment in housing
Makhuduthamaga			
<ul style="list-style-type: none"> • Access to land • Delay in proclamation of Jane Furse as a township. • Fragmented release of land which leads to distorted planning 	<ul style="list-style-type: none"> • Road to Manchi Masemola tourist site, various access roads to heritage sites and to link municipal sub-growth points and nodes of neighbouring municipalities 	-	<ul style="list-style-type: none"> • Funding for feasibility studies
Marble Hall			

<ul style="list-style-type: none"> • Make more land available (land audit) 	<ul style="list-style-type: none"> • Upgrade roads starting with reconstruction of part of the N11 	<ul style="list-style-type: none"> • Support emerging farmers to gain commercial farming skills • Strengthening of Tompi Selek Agricultural College • Capacity Building for Small Contractors • Facilitate Access to Technical Skills and Accreditation 	<ul style="list-style-type: none"> • Determine the key factors that discourage employment of permanent farm workers • Remove municipal capacity bottlenecks to infrastructure development. • Flag Boshielo concessions and Property Development
Tubatse			
<ul style="list-style-type: none"> • No readily available land for development. Municipality does not own sufficient land to stimulate economic growth in Burgersfort and Steelpoort. • Land is owned by private sector and is sold at a high price. 	<ul style="list-style-type: none"> • Major roads needs to be upgraded - R37, R555 		<ul style="list-style-type: none"> • Mining supply park • DeHoop dam (water)

Source: GSDM (2006b). Results of LED rapid appraisal.

3.4.7 Conclusion

Sekhukhune's economic profile, then, is not without its challenges. However, these challenges also present enormous potential with the possibility of real growth in the mining, agriculture and tourism sectors. Unlocking this potential is the task of this and subsequent IDPs.

Economic challenges

- The economic potential of the District may be undermined by demographic, infrastructural and spatial challenges alluded to elsewhere in this chapter
- The Sekhukhune economy is excessively reliant on public sector funding with community services being a major contributor to GGP in the area
- Most revenue flows out of the Sekhukhune economy as residents and businesses source their goods and services outside the District
- Insufficient beneficiation and value-adding activities occur within the Sekhukhune economy at present
- Commercial agriculture is coming under increasing pressure as rising input costs, a stronger local currency, lower commodity prices and external competition take their toll
- Subsistence farming continues to dominate the agricultural sector in Sekhukhune
- The District's tourism potential is not being fully exploited as yet because of a lack of tourism infrastructure and poor related services.

3.5 Housing and municipal infrastructure

A key element of municipalities' developmental agenda is to ensure the provision of municipal services and related infrastructure. Much has been written about the distorted spatial logic of apartheid, which created divisions both within cities and towns, as well as between the country's urban and rural areas. Consequently, many rural areas like Sekhukhune today face huge backlogs in both housing and infrastructure. This hinders the quality of life of Sekhukhune residents, and leads to a complex interplay of social and economic challenges. In recent community consultations hosted by the District, for example, residents highlighted the fact that poor street lighting and electricity backlogs facilitated crime in their areas (GSDM, 2007). Similarly, other sections of this chapter illustrate how poor roads, for instance, made it harder for patients to access health services in the area.

It is also widely acknowledged that the state of a locality's infrastructure is directly related to the amount and types of private investment it manages to attract. In today's digital economy, telecommunications and other Information and Communication Technology (ICT) infrastructure is also critical. In summary, any municipality that wishes to promote economic and social development in its area must ensure that there is sufficient investment in housing and infrastructure.

3.5.1 Housing

Most Sekhukhune houses are currently cement or brick homes. The table below provides an overview of the types of dwellings found in the area.

Table 43: Typology of houses in Sekhukhune

Building materials	Percentage of households
Cement blocks and concrete walls	63,6
Brick walls	19,1
Mud	7,3
Mud and cement	4,8
Corrugated iron/zinc	4,7
Corrugated iron/zinc roofs	95,1
Tiled roofs	3
Roofs - Other materials	1,9

Source: DoA and FIVIMS (2007a). Poor quality dwellings can help to identify pockets of food insecurity.

The vast majority of Sekhukhune households state that they own and have fully paid off their own dwellings (DoA and FIVIMS, 2007a).

The different dwelling types found in the area are set out in the table below.

Table 44: Dwelling types as a % of households

Types of dwelling	Elias Mots LM (%)	Fetakgomo LM (%)	Makhuduthamaga LM (%)	Marble Hall LM (%)	Tubatse LM (%)
House or brick structure on a separate stand or yard	73,4	79,1	75,2	73,3	69,6
Traditional dwelling/hut	15,2	14,3	16,6	15,8	18,4
Flat/townhouse/cluster hse/semi-detached	1,8	0,4	0,8	1,7	1,1
House/flat/room in back yard	2,4	1,0	2,2	3,2	1,0
Informal dwelling/shack/backyard shack	5,2	4,1	44,5	4,9	8,9
Other	1,9	1,1	0,6	1,1	1,0

Source: Adapted from Census 2001 data, reproduced in SEI (2006). Adapting to climate, water and health stressors: Insights from Greater Sekhukhune District, South Africa.

As is evident from the table above, most houses in the area are formalised structures on separate stands. There are also a reasonable number of traditional huts in the area. On average, these traditional dwellings make up roughly 15% of households in the District. The largest number of informal and shack dwellings are found in Makhuduthamaga, probably because of the presence of the major urban conurbation, Jane Furse, in that municipality.

Table 45: Housing Typologies Backlogs

Local municipality	Traditional less 50%	Informal	Back yard	Total demand of traditional, informal, back yard	No of units in all projects	2012 estimated need	Land required hectares	Subsidy funds required
Elias Motsoaledi	3985	1830	876	6691	2246	4445	1683.77	R162,7714,687.58
Fetakgomo	1541	496	361	2397	3430	0	0.00	R0.00
Greater M/Hall	2184	688	665	3537	2750	787	298.02	R28,739,299.29
Greater Tubatse	5790	3913	1675	11379	5100	6279	2378.28	R229,346,912.12
Makhudutha maga	5082	1842	921	7846	5173	2673	1012.32	R97,621,929.70

Source: Department of Local Government and Housing

The provision of new housing is still a challenge not only in the district but the whole Limpopo province. The Multi Year Housing plan developed by the Department of Local Government and Housing (DLGH) has identified challenges which are being faced by the department and municipalities', resulting in poor delivery of houses to beneficiaries. This plan is aimed at addressing some of the identified key challenges hamper housing delivery. The department carries the responsibility of providing housing in the province

whereas municipalities are responsible for limited to compiling housing waiting lists. In 2006/07, a total number of 2007 units were planned to be constructed within the District.

The following table indicates housing projects for the entire district since 2001.

Table 46: Housing projects in Greater Sekhukhune

Local Municipality	Financial Year					
	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07
Elias Motsoaledi	300	-	-	300	-	450
Fetakgomo		400		300	100	350
Makhuduthamaga	405	300	350	-	200	600
Marble Hall	-	-	350	-	-	200
Tubatse	-	500		200	-	1000
Totals	705	1200	700	800	300	2600

Source: Draft Limpopo Multi-year provincial housing development plan (2007)

Most projects implemented over the years mentioned in the above table were never completed by developers. However the department of Local Government and Housing is addressing blocked projects to meet NHBRC standards. The department is liaising with the local municipalities within the district regarding progress and issues relating to blocked projects. According to the information acquired from DLGH, there are a total number of 4207 blocked RDP housing in the district and 1787 of them are in the process of being unblocked.

The department is however already experiencing some challenges with the unblocking process. These challenges vary from beneficiaries who cannot be traced; beneficiaries whose standard of living has improved to an extent that they do not need or qualify for housing assistance as well as lack of capacity from contractors leading to slow progress.

3.5.2 Water

The vast majority of the Sekhukhune population live in an estimated 546 villages or towns, most of which are supplied with water from 43 schemes and sub-schemes. Water scarcity is an issue of concern in the District, however, and ordinary residents often feel these stresses particularly acutely during periods of low rainfall. In 2004, for example, a prolonged drought in the area caused immense social and economic hardship for many of Sekhukhune's poor.

Free basic water

Most Sekhukhune households can be defined as poor or indigent – where the total income is below R1,500 per month. At present, approximately 79% of the households in Sekhukhune fall into this category. These are the households to which Free Basic Water must be supplied, and to whom the Equitable Share subsidy applies.

The delivery of water (and sanitation) to RDP standards remains a challenge in the area. However, in the first five years of the GSDM's existence, the total number of households without access to clean water dropped from 35,9% to 17,5%. The overall reduction in the number of households receiving water below prescribed minimum standard is 46,415 households (24% of households in 2001). The number of households who receive water at minimum standard of service and above has increased by an impressive 66,084 households (30% of households in 2004).

Water services in the District

The tables below outline the water services situation found in Sekhukhune households, schools and clinics. The image generated is that the District experiences more below-RDP standard services than they do above-RDP standard services. In the case of domestic households, this ratio is more than 1:3 with

51,343 households receiving above RDP standards, whilst a massive 171,226 households in the District receive below RDP standard services.

Table 47: Domestic water services
Source: GSDM (2005). Water Services Development Plan.

Population above RDP	Households above RDP	Population below RDP	Households below RDP	Total population	Total households	% above RDP	% below RDP
51,740	10,348	231,085	46,217	282,825	56,565	18%	82%
58,801	11,760	244,551	48,910	303,352	60,670	19%	81%
87,332	17,466	45,956	9,191	133,288	26,658	66%	34%
32,341	6,648	250,421	50,084	282,762	56,552	11%	89%
26,500	5,300	84,119	16,824	110,619	22,124	24%	76%
256,714	51,343	856,132	171,226	1,112,846	222,569	23%	77%

Municipality	Elias Motsoaledi	Makhuduthamaga	Marble Hall	Tubatse	Fetakgomo	Sekhukhune
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The situation is no less bleak for schools and clinics within Sekhukhune. As much as 67% of Sekhukhune schools receive below RDP standard water services.

Table 48: Water services in schools

Above RDP	Below RDP	Total schools	% above RDP	% below RDP
252	502	754	33%	67%

Source: GSDM (2005). Water Services Development Plan.

Similarly, 63% of Sekhukhune clinics receive below RDP standard services.

Table 49: Water services in clinics

Above RDP	Below RDP	Total clinics	% above RDP	% below RDP
24	41	65	37%	63%

Source: GSDM (2005). Water Services Development Plan.

This obviously has significant repercussions in social terms, and may lead to an unnecessary number of complications in clinics or illnesses in schoolchildren.

Domestic water use in Sekhukhune

Recent studies commissioned by the District paint the following picture of domestic water use and service levels. The study assumes a 2003 baseline of about 237,000 households in the area. It found that:

- 226,900 households are rural (96%). Of these:
 - ↪ 121,600 Sekhukhune households have water supplied to RDP standards and rely on public standpipes (51%)
 - ↪ 5,500 households have a yard or house-metered water supply (above RDP standards) (2,3%)
- There are 10,300 urban households which receive regular monthly accounts for services (4%)
- Approximately 100,000 households have inadequate or below RDP standard Water Supplies (42%)
- 55% of communities' water supply comes from groundwater
- There is varying dependency of communities on groundwater between municipalities - from 92% in Tubatse, 87% in Fetakgomo and 16% in Marble Hall.

Table 50: The table below points out the breakdown of water backlog

Breakdown of water backlog per Local Municipality (Source: DWAF Nis October 2007 compiled in conjunction with GSDM)

Local Municipality	Households	Backlog	% Backlog
Fetakgomo	23249	12986	56%
Greater Marble Hall	62353	38445	62%
Greater Tubatse	24383	10420	43%
Makhuduthamaga	62732	40188	64%
Elias Motsoaledi	68977	43907	64%

TOTAL(District)	241694	145946	60%
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The table below also points out the current situation in terms of service payment.

Table 51: Sekhukhune households that pay for water

	Percentage
No, free from government	56,2
Yes, for usage	18,1
No, but not free from government	14,1
Yes, household pays a fixed monthly amount	7,5
Do not know	4
Total	100

Source: DoA and FIVIMS (2007a). Poor quality dwellings can help to identify pockets of food insecurity.

In addition to domestic water consumption, the mining and agricultural sectors also consume substantial amounts of water in Sekhukhune. No detailed data is available for these commercial usages as yet.

Sekhukhune's performance

Finally, it may be useful to rank the performance of the Sekhukhune District against that of other districts/metros in the country. The table below is derived from the 2001 census. The score in the second last column is derived from the percentage of households that have access to piped water. The final column is of particular interest because it shows how Sekhukhune ranks in terms of the other districts/metros in the country. A score of 1 means it is the best performer in the country, whilst a rating of 53rd 6 means that it is the worst

Table 52: Ranking Sekhukhune's performance in SA: % households with access to piped water (2001)

Province	DM/Metro	% households with access	Ranking (/53)
7 DMs/metros in SA with best access to piped water			
Western Cape	Central Karoo DM	98,9	1 st
Western Cape	Overberg DM	98,8	2 nd
Western Cape	City of Cape Town	98,7	3 rd
Eastern Cape	Nelson Mandela Bay	98,7	4 th
North West	Southern DM	98,4	5 th
Gauteng	Ekurhuleni Metro	98,4	6 th
Free State	Fezile Dabi DM	98,1	7 th
9 DMs/metros in SA with worst access to piped water			
Limpopo	Greater Sekhukhune DM	57,1	45th
Kwazulu Natal	Uthungulu DM	55,1	46 th
Kwazulu Natal	Ilembe DM	51,8	47 th
Kwazulu Natal	Zululand DM	50,7	48 th
Kwazulu Natal	Ugu DM	48,5	49 th
Kwazulu Natal	Umzinyathi DM	44,6	50 th

⁶ The survey originally conducted for this publication included the now disbanded Bohlabela District. Hence, it provides ratings for a total of 53 (district/metro) municipalities.

Kwazulu Natal	Umkhanyakude DM	42,5	51 st
Eastern Cape	Alfred Nzo DM	39,8	52 nd
Eastern Cape	OR Tambo DM	27,6	53 rd

Source: Adapted from Barron, P et al (2006). *The District Health Barometer: 2005/06*.

As is evident from the table, the Sekhukhune District ranks a worrying 45th position in the country. It therefore has one of the 9 worst access to piped water in South Africa, with only 57,1% of Sekhukhune households receiving access.

District initiatives

The Sekhukhune District is a Water Services Authority (WSA). As such, it prepared a Water Services Development Plan (WSDP). The WSDP is currently being implemented and will be reviewed in 2007/08 to ensure that it captures the changing circumstances within the District.

The District has also finalised its Section 78⁷ process and is presently implementing the outcomes of that exercise. The establishment of the Water Services Unit and the transfer of DWAF staff to the District are also underway.

The raising of Flag Boshielo dam by five metres has been completed by DWAF. Funds have been allocated to construct a new dam (De Hoop Dam) to increase the District's capacity to provide water to its communities. These two dams will improve the state of water provision in the District, and this will eventually boost tourism and other development opportunities in the area. A report from DWAF indicated that water from Flag Boshielo dam will go to Mokopane once De Hoop dam starts to yield.

The District is also currently investigating the development of a Community Water Supplies Master Plan. This will enable the District and its implementing agents to achieve its WSDP objectives. The intention is also to investigate alternative technical options for supplying specific areas with water, and to ensure coordinated and implementation of the water supply infrastructure. Early findings of these studies reveal that groundwater is a major water resource for most Sekhukhune households - and will continue to do so in the future. More than 75% of households in the area are solely reliant on groundwater.

3.5.3 Sanitation

The provision of sanitation in Sekhukhune also faces considerable challenges at present. The situation here is more concerning than was the case with water, with only 2% of Sekhukhune households receiving above RDP standard sanitation services.

Table 53: The table below points out the breakdown of sanitation backlog

Breakdown of sanitation backlog per Local Municipality (Source: DWAF Nis October 2007 compiled in conjunction with GSDM)

⁷ A Section 78 process is an exercise, defined in the national *Municipal Systems Act* (2000), which calls for an investigation into the best ways of providing a municipal service. The process first investigates the feasibility of conducting a service (like water provision) through internal mechanisms within the municipality. It can also explore external delivery mechanisms, such as outsourcing, a Public-Private Partnership and so forth.

Local Municipality	Households	Backlog	% Backlog
Fetakgomo	23249	17065	73%
Greater Marble Hall	62353	40789	65%
Greater Tubatse	24383	15059	62%
Makhuduthamaga	62732	42632	68%
Elias Motsoaledi	68977	43552	63%
TOTAL(District)	241694	159097	66%

Table 54: Household sanitation

Municipality	Popul ation above RDP	Househld above RDP	Populatio n below RDP	Househlds below RDP	Total populatio n	Total hsehlds	% Abov e RDP	% Belo w RDP
Elias Motsoaledi	3,538	708	279,287	55,857	282,825	56,565	1%	99%
Makhudu- thamaga	6,235	1,247	297,117	59,423	303,352	60,670	2%	98%
Marble Hall	3,442	688	129,846	25,969	133,288	26,658	3%	97%
Tubatse	12,255	2,451	270,509	54,102	282,764	56,553	4%	96%
Fetakgomo	0	0	110,619	22,124	110,619	22,124	0%	100%
Sekhukhune	25,470	5,094	1,087,378	217,476	1,112,848	222,570	2%	98%

In addition, a slight majority of Sekhukhune schools (53%) receive below RDP standard sanitation services, which is a better picture than that for households.

Table 55: School sanitation

Above RDP	Below RDP	Total schools	% above RDP	% below RDP
354	400	754	47%	53%

Source: GSDM (2005). Water Services Development Plan.

The situation is not the same for clinics in the area, however, with as much as 63% receiving below RDP standard services.

Table 56: Clinic sanitation

Above RDP	Below RDP	Total Clinics	% Above RDP	% Below RDP
24	41	65	37%	63%

Source: GSDM (2005). Water Services Development Plan.

Sanitation priorities in the District

The WSDP identified the following schemes as being in need of funding over the next 7 years to address the major backlogs in sanitation.

Table 57 Sanitation schemes to be funded

Activity	Description	Total Amount (ZAR)
Construction of VIP latrines and latrine blocks	<ul style="list-style-type: none"> Various households and schools 	520,100,000

Construction of on-site wet systems	• Various clinics, Kalkfontein	2,700,000
Replace existing wet systems with VIPs	• Leeuwfontein, Apel cross	9,300,000
Refurbish and repair sewers	• Jane Furse	3,500,000
Refurbish and upgrade waste water treatment works	• Steelpoort, Burgersfort, Groblersdal, Marble Hall	55,000,000
Design and construct conventional waste water treatment works	• Jane Furse	13,000,000
Refurbish, repair and upgrade oxidation ponds	• Praktiseer, Monsterlus, Motetema, Elandskraal, Ga-Podile, various hospitals, police stations and magistrate offices	23,000,000
Design and construct sewer network	• Jane Furse	13,000,000
Extend sewer network	• Praktiseer, Roossenekal	6,500,000
Total		647,000,000

Source: GSDM (2005). Water Services Development Plan.

3.5.4 Electricity

Currently, Eskom provides electricity in the Sekhukhune area. The District's role is confined to the provision of free basic electricity.

Free basic electricity in Sekhukhune

The main challenges facing municipalities in the area revolve around the implementation and review of indigent policies, the updating of indigent registers, as well as communicating the system of free basic electricity to households. Improved awareness in terms of the collection of tokens by beneficiaries also needs to be improved.

The table below sets out the results of a survey that depicts the number of Sekhukhune households receiving free basic electricity.

Table 58: Households receiving free electricity in Sekhukhune

Municipality	Free electricity (%)
Elias Motsoaledi Local Municipality	2,14
Fetakgomo Local Municipality	5,13
Marble Hall Local Municipality	2,56
Tubatse Local Municipality	6,96
Makhuduthamaga Local Municipality	7,87
Total	5,01

Source: DoA and FIVIMS (2007a). Poor quality dwellings can help to identify pockets of food insecurity.

Sekhukhune District's indigent policy

The Sekhukhune District has an indigent policy in place, which draws on legislative guidelines provided by national government.

The District provides funds annually for the subsidisation of indigent households for free basic services. Indigent subsidies are financed by a portion of the equitable share received by the District.

Households apply for these concessions at service centres in the District.

(GSDM, undated, c)

Electrification rates and meeting targets

Between 2000 and 2005, a total of 19,319 Sekhukhune households were provided with electricity – an exercise that cost roughly R57 million.

There remain massive electricity backlogs in Sekhukhune, however. It is estimated that as many as 224 villages are still without electricity today. The electricity backlog is currently estimated at 59,337 households (as at March 2005). Given the current electrification rates, it is unlikely that these backlogs will be eliminated in time to meet the Millennium Development Goals (MDG) and national targets for sanitation. A total of R208 million is required for household connections alone (i.e. excluding bulk infrastructure) in order to eliminate the backlogs in Sekhukhune.

The following table provides an overview of electricity connections in the District.

Table 59: Electricity connections in Sekhukhune

Local Municipality	Connections backlogs	Ratings per backlog
Fetakgomo	3,524	2
Elias Motsoaledi	5,420	3
Greater Marble Hall	2,083	1
Makhuduthamaga	6,608	4
Greater Tubatse	24,531	5

Eskom has allocated funds to undertake 2,536 electrical connections in the 2007/08 financial year.

3.5.5 Roads and transport

The development of the road and transport network in Sekhukhune is of vital importance given the planned economic trajectory of the District, as well as the potential offered by the Dilokong Corridor.

In general, the District is well-connected to its surrounding areas to the east, west and south. However, geographical factors have hindered connectivity to the north-east. The presence of the Drakensberg and Strydpoortberge mountain ranges has effectively impeded road construction there. There is, in fact, a stretch of approximately 150 km between Lebowakgomo and the R36 through the JG Strijdom tunnel without tarred road access northwards.

Within the District itself, there is a general lack of roads – and of *tarred* roads in particular – connecting the inner section of Sekhukhune, which consists largely of scattered villages with minimal economic activity at present. The District has decided, however, not to encourage continued scattered development at present – and future transport routes will therefore be concentrated along the major nodes of economic activity. It is hoped that this will encourage workers from the rural areas to urban areas – a philosophy in line with the NSDP principles.

In contrast to the inner section of the District, the semi-urban areas of Sekhukhune are relatively well-served by the provincial and national routes running through it. These routes, as will be seen later in this section, are supporting the area's main economic activities reasonably well at present. What remains to be seen, however, is whether the planned platinum mining expansion in the area will be adequately served by current infrastructure in the District.

The road network in Sekhukhune

The Sekhukhune District has one major national road within it (the N11), as well as several provincial arterial routes including the R25, R33, R36, R37, R555, R573 and R579. There are also a limited number of tarred minor roads, such as those leading into Jane Furse. The remainder of the roads in Sekhukhune, however, are largely gravel roads that serve to connect the rural areas within the District.

At present, predicting the future lifespan of Sekhukhune roads and pavements is very difficult because there is no data available on road and pavement conditions (Techso, undated). Recent background

research undertaken for the District's *2025 Development Strategy* made the following observations on the condition of roads and pavements, however:

- Provincial arterial roads are deteriorating rapidly because of a lack of maintenance
- Local access roads are gravel, below standard and used mainly by buses and taxis
- Local gravel roads also need stormwater management
- The location of major roads in the District also contribute to their current state:
 - ✎ Those provincial roads that pass through Sekhukhune villages (R37 north of Burgersfort and R579 north of Hlogotlou) often have private accesses, as well as pedestrians and stray animals. This creates safety hazards on these routes.
 - ✎ Those national and provincial roads that are flanked by farms, such as in the south-western party of the District, are in relatively better condition
 - ✎ The roads that pass through mining areas (such as the R555 which passes several mines south of Burgersfort) displays slightly more wear and tear because of the volume of mining trucks on these roads
- Pavement condition in the District is generally poor, with the presence of several potholes, cracks and rutting (which could indicate more serious damage to the pavement substructure). This is true of major provincial arteries such as the R25, R33, R555 and R579 as well (Techso, undated)

The District's draft *Road Master Plan* calculates the total length of the Sekhukhune road network under the District's control as 1,491km. Of this, 67km are paved, whilst 1,424 km is unpaved. The following table summarises the situation.

Table 60: Road network in Sekhukhune

Local Municipality	Length (Km)	% of Network
Fetakgomo	188	13
Elias Motsoaledi	223	15
Greater Marble Hall	236	16
Greater Tubatse	392	26
Makhuduthamaga	452	30
Total	1,491	100

Source: GSDM (undated). *Road Master Plan*. Draft.

The draft *Road Master Plan* estimates the current backlog as follows:

- Upgrading of 71,89 kilometres from unpaved to paved for Fetakgomo municipal roads
- Upgrading of 187 kilometres of District roads from unpaved to paved
- Re-gravelling of 1,122 kilometres of District roads

Meeting these backlogs would require approximately R1,2 billion over the next 10 years.

The railway network

The Sekhukhune District has 3 railway lines, originally developed to serve mining activity in the area. These are:

- The railway line entering Sekhukhune in the south next to Stoffberg, which continues northwards for 30kms (it leads to an abandoned mine near the Mapochs Mine)
- The line entering Sekhukhune in the west near Nutfield, which continues eastward to Marble Hall
- The line entering Sekhukhune in the east, passes near Ohrigstad and Burgersfort (past abandoned mines) and ends near Steelpoort (near the Tubatse mine)

It becomes obvious that these lines, originally developed to serve past mining activity in Sekhukhune, have not been re-routed to serve new (or future) mines in the area. If this continues, the result will be that mining expansion in Sekhukhune will place additional burdens on the road network in the area.

Beyond commercial usages, a commuter rail link between Pretoria and the south-west part of Sekhukhune (along the Moloto Road) will clearly be useful, given the high levels of male migrancy

mentioned earlier in this IDP. This option is currently being considered within the municipality, but will obviously require intensive feasibility studies first.

Air transport

There are no commercial airports or air transportation in the District. At present, there are only 2 registered airfields in the towns of Groblersdal and Marble Hall. These are used as emergency airfields. They are utilised mainly by the business and tourism sectors, as well as local farmers wishing to spray their cultivated fields. There is also an airstrip in Elandsdraal in Marble Hall municipality, which is not maintained.

Public passenger transport

According to the District's *Integrated Transport Plan*, the most common forms of public passenger transport are buses and taxis. The taxi industry determines its routes largely by looking at factors like the location of towns and villages, dominant economic activities in the area and employment status within the District.

Transport routes in Sekhukhune are often limited by deteriorating road conditions, as well as local stormwater problems caused by rainy seasons.

District initiatives

The GSDM has developed a *Road Master Plan*, which is currently a draft. The Plan has identified the need for a thorough road infrastructure audit, and the finalisation of strategies for road maintenance. Other issues on the agenda include facilitating transport routes in the District, as well as upgrading traffic signals.

The Sekhukhune District is also currently undertaking a Section 78 Process to assess alternative service delivery mechanisms for its road, stormwater and public transport responsibilities. Its results will assist in meeting many of the challenges outlined in this chapter.

Limpopo's development corridors and Sekhukhune roads

The overarching strategy of the Roads Agency Limpopo (RAL) is determined by the *Limpopo Growth and Development Strategy*. As already discussed, the LGDS identifies four development corridors, which will drive future economic development in the province. Of these, the Dilokong and Phalaborwa Corridors travel through the Sekhukhune District and are of immediate economic relevance for the area.

The Dilokong Corridor includes three important roads that fall within the Sekhukhune area. These are:

- Polokwane to Burgersfort (P33/1 and P33/2) via Mafefe
- Flag Boshielo Dam through Lebowakgomo and Mafefe, linking the Sekhukhune District with the Phalaborwa and Kruger National Parks
- Chuenespoort via Boyne to Mankweng

The Phalaborwa Corridor connects Hazyview (Mpumalanga) with Phalaborwa and Tzaneen through a number of small towns on the western side of the Kruger National Park. It includes two road sections that fall within the Sekhukhune area:

- Route section P17/3-5, D726, P112/1-3, P43/2, D1308 and P54/1
- Road section P146/1 from Klaserie to Blyde River, P116/1 from Hoedspruit to Ohrigstad via the Strijdom Tunnel, and P181/1 from the Oaks to Burgersfort

The District will look carefully into the prioritisation of these roads, given their economic significance in both Sekhukhune and the province more generally.

Implications for future economic growth in Sekhukhune

The road and transport network in Sekhukhune is clearly in need of some maintenance in the future. This will become especially important given the planned economic growth of the District. This section captures some of the key implications.

Mining

In general, the current road network seems to be reasonably close to the mineral deposits in the area. A more detailed description is captured in the table below.

Main clusters of mineral deposits	Status quo
Copper and nickel deposits south of Groblersdal	<ul style="list-style-type: none"> • There are no active mining operations here • The N11 runs through this area, and it is therefore well connected
Mineralised layers of titanium, iron, vanadium and phosphate east of Groblersdal	<ul style="list-style-type: none"> • There are no active mining operations here • The R33 passes through these areas, and they have reasonable access to this major arterial
Limestone mines in Marble Hall	<ul style="list-style-type: none"> • These are very close to the N11
North-South vanadium, titanium, iron reef	<ul style="list-style-type: none"> • A very long mineralised layer of these minerals are found running alongside the R555 in the south • The mineral band also runs in between the R579 and R37, passing on the east of Jane Furse • The highly productive Mapochs Mine, in the southern part of this mineral band, has good access to the R555 • The northern part of the mineral band doesn't seem to be exploited fully
Merensky Reef and chrome layers	<ul style="list-style-type: none"> • Within the Merensky Reef, platinum, nickel and copper are mined mainly in the Maandagshoek and Kennedy's Vale mines (these are located very close to the R555) • However, the remainder of the Merensky Reef isn't accessible at present • A chrome layer is also found east of the Merensky Reef, with several active mines including at Atok, Winterveld, Lannex and Tweefontein. All these mines are reasonably close to the R555, R37 or the minor road joining these two near Burgersfort
Other mineral deposits	<ul style="list-style-type: none"> • A silica mine is found close to Steelpoort. • Several abandoned asbestos mines are also found near Penge • Several andalusite and magnesite deposits are found around Burgersfort (but only one active mine is currently producing andalusite)

<p>Further platinum mining expansion, which will be mainly concentrated in:</p> <ul style="list-style-type: none"> • The Lebowakgomo District (South) • Groblersdal – Cluff mining • Dilokong or Burgersfort/Steelpoort corridor 	<ul style="list-style-type: none"> • Most of the platinum concentrate will be transported to the Polokwane smelter. The routes used will probably be the R37 and the N11. • Infrastructural planning therefore needs to ensure that these roads will be able to handle the increased truck volume.
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Source: Derived from Techso (undated). Overview of the road network for the Greater Sekhukhune District Municipality.

There are some instances, however, of areas which have poor accessibility to the mineral deposits (such as northern section of the North-South mineral band east of Jane Furse). The presence of non-exploited mines in the area should also be noted, as these may have infrastructural implications that have not been foreseen as yet.

It cannot be over-emphasised that in order to support the further expansion of mining in Sekhukhune, it is critical that the supporting transport infrastructure for these mining operations be provided.

Agriculture

Agricultural activities in Sekhukhune are concentrated largely in two areas. The first is in the south-western part of the District (near Groblersdal and Marble Hall). The other area is found in the eastern section of the District, near Burgersfort and Ohrigstad.

Agricultural activities in Sekhukhune tend to be concentrated along the following routes:

- The entire length of the N11 throughout the District
- The R573 from Marble Hall to the Sekhukhune boundary
- The R25 between Dennilton and Groblersdal
- The minor road linking the R573 and R25 between Groblersdal and Marble Hall
- The R36 as far north as Branddraai
- The southern section of the R37 as far north as Burgersfort

In general, agricultural activities are concentrated near the major road arterials in the District (Techso, undated).

Tourism

According to a recent survey, the condition of roads is considered to be the biggest threat to the tourism industry (Techso, undated). Further details are not available as yet, but the District is currently exploring how this situation can be ameliorated.

3.5.6 Waste management and refuse removal

Waste removal is still provided only in urban centres like Marble Hall, Groblersdal and Burgersfort. These municipal areas have permitted waste disposal and landfill sites. The waste disposal and landfill site in the Greater Tubatse LM has already reached capacity, and studies for a new site are currently being conducted. The site in the Elias Motsoaledi municipal area is generally not in a very good condition.

Fetakgomo and Makhuduthamaga municipalities, however, still do not have any form of refuse removal. This poses serious health risks, especially when accompanied by minimal access to clean water. These areas are therefore fairly susceptible to the outbreak of cholera and other communicable diseases.

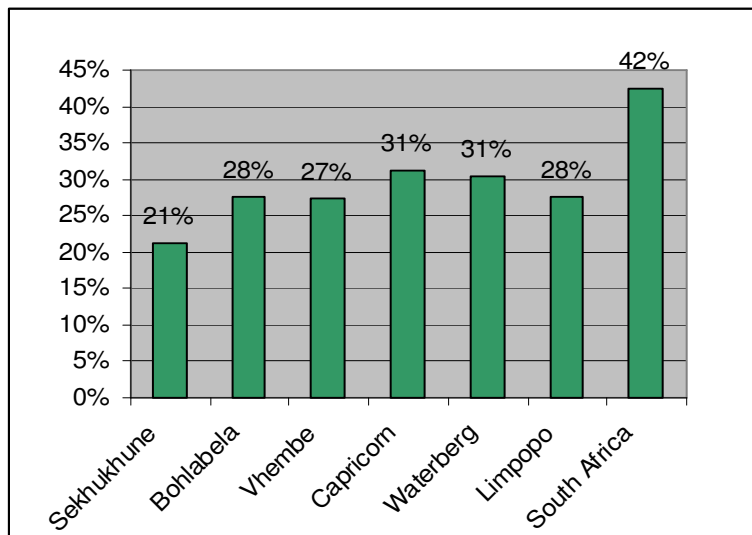
The informal disposal of waste in the District is a source of concern, as it causes significant pollution. Sekhukhune residents also need to be made more aware of sound waste management practices. For the municipalities themselves, the key challenge is to maintain existing disposal sites and to provide new sites in areas that lack them.

The District is currently undertaking a Section 78 process on waste management that may provide answers to some of these challenges in the near future. There are also studies in Fetakgomo at present for the establishment of a landfill site, and the District is also coordinating the operation of the Jane Furse land fill site.

3.5.7 Telecommunications

In general, the possession of telephones in Limpopo households is relatively low, with the province experiencing less access than the rest of South Africa. The table below indicates the percentage of households with a telephone or cellular phone per district municipality. None of the districts in Limpopo are close to the national figure (42%). Capricorn has the highest access (31%), whilst Sekhukhune has the lowest (21%).

Graph 2: Access to telephones in Limpopo province



Source: State of the province report: 2005

As a result, most Sekhukhune households still cannot take advantage of the ever-expanding internet and e-mail telecommunication facilities, especially for educational and business purposes. This is potentially an important pathway to economic growth, especially with the dawn of the global information age.

In addition, there are still households in Sekhukhune that cannot get proper signals for radios and televisions because of their geographic location. This is especially true of mountainous villages.

3.5.8 Accessibility of infrastructure in Sekhukhune

Households in a recent sample survey were asked to indicate whether they had any of a list of 15 facilities located within less than 2kms of their homes. The results were fairly illuminating and are captured in the table below.

Table 61: Accessibility of infrastructure in Sekhukhune

Facility	%
Minibus taxi pick-up point	80,9
Primary school	79,4
State grant collection point (e.g. pension)	78,7
Bus stop	72,1
Secondary school	65,8
Shop where basic foodstuffs can be bought	64,6
Street market to buy goods and food	42,1
Traditional healer	33,9
Market where you can sell goods and food	30,3
Clinic	27,7
Post Office	22,1
Police station	14,0
Home Affairs office	8,9
Hospital	8,6
Train station	0,3
Accessibility index	0,449

Source: DoA and FIVIMS (2007a). Poor quality dwellings can help to identify pockets of food insecurity.

It is important to note that this was a pre-determined list of facilities presented to respondents in the survey. It does, nevertheless, present an interesting picture of the lives of Sekhukhune residents – and whether they are easily able to access infrastructure and services that they need.

Infrastructural challenges

Housing

- The provision of new housing is still a challenge in the District, with delivery proceeding at a relatively slow pace

Water

- Water scarcity in the District is an endemic problem, which affects service delivery
- Most Sekhukhune households, schools and clinics receive below-standard water
- Although no comprehensive data is yet available for commercial (especially mining and agricultural) water usage, it is likely that these demands will one day conflict with the demand for domestic water consumption – a particularly worrying scenario in a water-scarce district
- Sekhukhune has one of the 9 worst accesses to piped water amongst all South African districts/metros.

Sanitation

- Most Sekhukhune households, schools and clinics receive below-standard sanitation services

Electricity

- Municipalities' provision of free basic electricity is currently impeded by poor information and communication systems
- There are massive electricity backlogs in Sekhukhune, with some estimates declaring that as many as 224 villages are still without electricity today
- Current Eskom electrification rates suggest that these backlogs will not be met in the timeline stipulated by MDG and national targets

Roads and transport

- Provincial and local roads (and pavements) in Sekhukhune are in need of upgrading and maintenance
- Most roads aren't in good condition; nor are they safe. This will eventually undermine the key

economic activities in the area - agriculture, mining and tourism
<ul style="list-style-type: none"> • Opportunities arising from the presence of the Dilokong and Phalaborwa Corridors haven't been fully exploited as yet • The current rail network isn't sufficient to cater for future mining freight in the area. This will place a strain on the road network in Sekhukhune.
Waste management and refuse removal
<ul style="list-style-type: none"> • Formal waste removal services is still provided only in larger towns like Marble Hall, Groblersdal and Burgersfort • Informal waste disposal is evident in many parts of the District, and is currently causing pollution and health hazards
Telecommunications
<ul style="list-style-type: none"> • The low number of Sekhukhune households that possess telephones limit the potential use of telecommunications for commercial purposes. This inhibits economic activity in the District.
General
<ul style="list-style-type: none"> • The state of infrastructure, and the resulting service delivery, is fairly poor across a number of sectors in Sekhukhune • The majority of Sekhukhune residents currently qualify for free basic services, an indication of the poverty levels in the area. If these numbers grow, it is not known whether the public sector will be able to sustain its current commitments • The District may not be able to meet its MDG and national target commitments unless major improvements occur in infrastructural investment and service delivery

3.6 Environmental profile

Across the globe, environmental stresses and major changes in climatic conditions are influencing the lives and livelihoods of ordinary people and communities everywhere. This is no less true for the Sekhukhune District. The recent drought in Sekhukhune, for instance, is widely regarded as the result of the much-publicised El Niño and La Niña phenomena (Ziervogel et al, 2006).

The increasingly important role that climate plays in the Sekhukhune area has recently been highlighted in a few studies. What is becoming ever more evident is that rainfall patterns in the District are highly variable – a situation that tends to disrupt a wide range of socio-economic activities in the area such as rain-fed crop production, often with very little warning. Sekhukhune has in fact been significantly affected by both El Niño and La Niña events in recent years. This has affected the amounts of rainfall received in the area. El Niño tends to be associated with below average rainfall, whilst La Niña often incurs above average rainfall.

3.6.1 Geology

The regional geology consists of the Eastern Bushveld and Springbok flats regions. The overall geology of the area is classified as follows:

- Gabbro (South of the R37)
- Anorite band (adjacent to the R37)
- Clinopyroxenite (to the North of R37)
- Arenite (adjacent to the Olifants river)

The Springbok flats coal fields are found on the western side of the Sekhukhune District. The Transvaal Supergroup is found in Marble Hall towards the east of the District, as well as in an arc inscribed by the Northern Drakensberg in the far east. The stones and rocks found within the Transvaal Supergroup include dolomite, limestone, iron-formation, shale and quartzite, amongst others (Goode, 2006).

As previous sections have highlighted, the unique geology of Sekhukhune has bequeathed the District with the largest reserves of platinum group metals in the world. The renowned Bushveld Complex is

found at the centre of the region. The western portion contains acidic rocks, whilst the eastern site has basic rocks which contain metal minerals. It is the latter that is of economic significance. The Merensky Reef is found within this Complex, and contains major deposits of the platinum group metals, nickel, copper and cobalt.

3.6.2 Topography

The Olifants River is located on an open floodplain area. A valley surrounded by the non-perennial rivers is found to the north of the river. Strips of erosion can be found in the valley alongside most of the perennial and non-perennial rivers. Wood is still one of the main sources of energy for households, which leads to deforestation and subsequent erosion because of the denuding vegetation. One of the major environmental problems in the area is inappropriate agricultural methods, which leads to overgrazing and even desertification in places like Thabanaseshu. Overgrazing is also the result of too many livestock units per area of land.

3.6.3 Sekhukhune climate

The Sekhukhune area is characterised by a hot climate in the Olifants River Valley. The average temperature shows moderate fluctuation with average summer temperatures of 23°C, as well as a maximum of 28°C and a minimum of 18°C. In winter, the average is 13,5°C with a maximum of 20°C and a minimum of 7°C (as measured at the Sekhukhune Weather Station).

Sekhukhune is located in the Summer Rainfall Zone of the country, and receives more than 80% of its rainfall between November and March. The southern part of the area receives more rain (between 600mm – 800 mm annually), whilst the northern part receives only 500mm – 600 mm by comparison. This limits the type of agricultural activity that can take place in the north.

The mean annual precipitation as measured at the Zebediela Weather Station from 1949 - 2001 was 51 mm. Most of the precipitation occurs between October to March, with the highest average monthly rainfall during January (100,84 mm) and the lowest during July (2,89 mm). Thunderstorms, with the associated low soil penetration and high level of erosion, are common in the area. It would also appear as if El Niño and La Niña phenomena significantly influence the amounts of rainfall received in the area (Ziervogel et al, 2006).

There is considerable variability in terms of rainfall intensity, duration and frequency. This exacerbates the water shortage problem, which is a key developmental constraint in the District. Increasingly sparse rainfall, as well as a high evaporation rate, is also currently limiting subsistence farming in the District – a situation that has contributed to the food insecurity mentioned earlier in this IDP.

3.6.4 Water scarcity

Water scarcity is a huge developmental challenge within the Sekhukhune District, and constrains both economic and social activity in the area. The issue is a manifestation of climate variability. However, it is also the result of a number of other factors, which include insufficient and variable rainfall, inequitable water resource management and the absence of drinking water, bulk water and irrigation infrastructure that would aid the distribution of water to rural villages (SEI, 2006).

Water scarcity affects a range of other developmental issues in Sekhukhune – municipal service delivery, subsistence farming activities, commercial agriculture and the expansion of the mining sector. Its implications for development are mentioned throughout this IDP, and it is a key constraint for the Sekhukhune District.

Environmental challenges

- Rainfall patterns in the District are highly variable, disrupting agricultural production and causing related socio-economic stresses
- Because of its climatic profile, the District is currently susceptible to both the El Niño and La Niña phenomena
- Variations in climate exacerbates the water shortage problem, which is already a key developmental constraint in the area

3.7 Institutional profile

No situational analysis will be complete without an overview of the institutional profile of the main development actor in the area – the Sekhukhune District Municipality. This section provides such a synopsis. It tells an important story because organisational capacity is a critical determinant of development success in a developing rural economy such as Sekhukhune's.

The Greater Sekhukhune District Municipality is a Category C municipality as determined by the Municipal Structures Act of 1998.

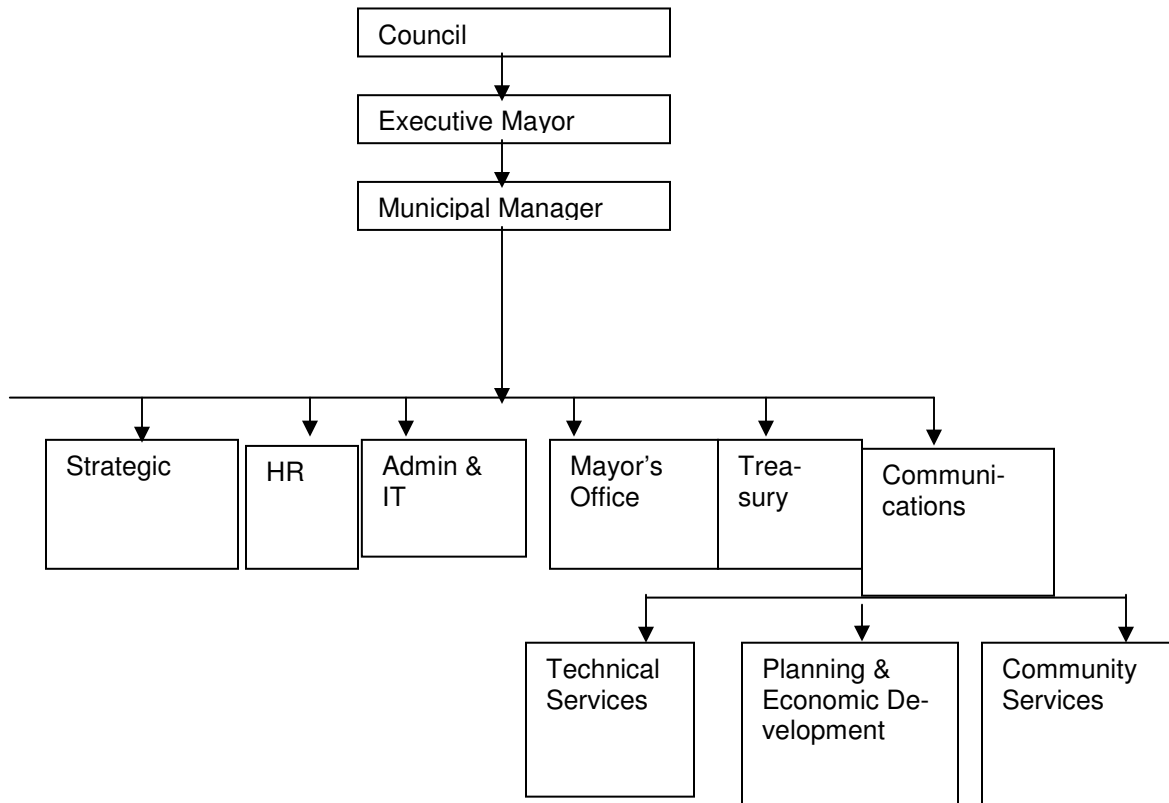
3.7.1 Powers and functions

- Firefighting
- Local Tourism
- Municipal Airport except for Marble Hall and Groblersdal
- Municipal Planning
- Municipal Health Services
- Municipal Public Transport
- Storm water for Tubatse, Makhuduthamaga and Fetakgomo
- Water
- Sanitation
- Cemeteries except for Marble Hall and Groblersdal
- Markets
- Municipal Abattoirs
- Municipal Roads for Fetakgomo
- Refuse removal, refuse dumps and solid waste disposal for Fetakgomo

3.7.2 Administrative Structure

The Municipal Manager is the head of the administrative component and act as the accounting officer. The administrative structure is divided into nine departments headed by Section 57 Managers reporting directly to the Municipal Manager. The nine departments are Strategic Management; Planning and Economic Development; Technical Services; Treasury; Community Services; Secretariat, Administration and Information Technology; Human Resource, Fleet and Facilities and Communications. There are two positions of general managers for service delivery and support services respectively. The purpose of the two positions is to enhance coordination of all departments in the district.

The following diagram indicates the top structure of the institution from the council to heads of departments.



The complete organisational structure is attached. All the section 57 Managers' posts are filled.

3.7.3 Institutional Policies

Greater Sekhukhune District Municipality has policies and strategies which are guiding the operation of the institution. The policies mentioned below are some of the existing ones that the municipalities apply to enable various departments to discharge their necessary duties to ensure effective service delivery and proper management.

Finance Policies

Supply Chain Management Policy

The Policy has been prepared to comply with the provisions of section 111 of the Municipality Finance Management Act. In essence the policy reflects on the implementation of the supply chain management policy and the systems instituted by the municipality to give effect to the system as well as provision on other relevant matters.

With respect to the implementation of the policy key structures necessary for the policy implementation are provided for as well as reflect on the capacity of these structures. With respect to the systems necessary for the implementation of the policy the system is defined in precise form providing for its demand, acquisition, logistics, disposal, risk and performance managements facets.

The last part of the policy provides for other critical matters including the resolution of disputes, objections, complaints and queries related to the overall supply chain management system.

Budget Policy

The policy has been prepared in compliance with the provision of the Municipal Finance Management Act. In essence the policy reflects on the budget principles to be adhered to by the municipality when it's appropriate its capital and operating budget. As such the policy assists in communicating the capital and operating budget regime of the municipality.

The policy also reflects on the role of the Chief Financial Officer in the municipal budgeting process as well as his/her interactions with the political and other administrative leadership in the budgeting process.

Credit Control and Debt Collection Policy

The policy reflects on the objects it seeks to achieve as well as a reflection of its application.

With respect to its object it states that it is intended to "ensure effective and efficient collection by the Greater Sekhukhune District Municipality with a view to improving cash flows to ensure service delivery".

With respect to its application the policy defines the categories of debtors of the municipality and provides for different procedures to collect debt as owed by the different categories of debtors.

Municipal Investment Policy

The key intention of the policy is to "ensure that monies not required immediately are invested to obtain fair returns with compromising the safety of the surplus cash invested and liquidity". The policy reflects on a number of key areas being the scope of its application, its objectives, and internal control measures to be instituted, reporting and monitoring requirements as well as qualified institutions deemed as reputable that the municipality can invest with.

Fixed asset management and accounting policy

The Asset Management Policy has been adopted which complies with the provision of the Municipal Finance Management Act. It provides for mechanisms and procedures of managing municipal assets.

Annual Report

In compliance with the provisions of the Municipal Finance Management for the preparation and publication of annual reports, the 2006/07 financial year annual report is being developed.

Human Resource Management Policies

Section 67 (1) of the Municipal System Act states that a “municipality, in accordance with the Employment Equity Act 1998, must develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration, including-

- the recruitment, selection and appointment of persons as staff members;
- service conditions of staff;
- the supervision and management of staff;
- the monitoring, measuring and evaluating of performance of staff;
- the promotion and demotion of staff;
- the transfer of staff;
- grievance procedures;
- disciplinary procedures;
- the investigation of allegations of misconduct and complaints against staff;
- the dismissal and retrenchment of staff; and
- any other matter prescribed by regulation in terms of section 72.

In compliance with these legislative provisions the Greater Sekhukhune District Municipality has adopted a range of policies in the following:

Human Resource Development and Retention Strategy

The Greater Sekhukhune District Municipality together with its local municipalities have adopted a district-wide human resource development and retention strategy which begins to reflect on key priority skills the municipality it seeks to recruit and retain. It provides for innovative measures of retaining skills taking into cognizance the peculiarities of the District.

Workplace Skills Development Plan

The Workplace Skills Development Plan is annually prepared and submitted to the Department of Labour. The Workplace Skills Development is indicative of skills in possession of the municipality as well as those skills it lacks with a view of addressing in the each financial year.

Cellular Phones Policy

Defines those eligible and applicable tariffs as well as overall management of official cell phones.

Working Time Policy

Defines official working hours and compensation measures for additional duties performed in excess of official working hours.

Employment Equity Plan

Provides for measures and targets as well as monitoring mechanisms to redress disadvantages in employment practices for designated groups.

Sekhukhune District's Employment Equity Plan

The Plan attempts to achieve equity in the workplace by:

- Promoting equal opportunity, diversity and fair treatment
- Implementing employment equity by redressing disadvantages experienced by women, people with disabilities and historically disadvantaged individuals (HDI's)
- Eliminating visible and invisible barriers that affect employment equity
- Integrating employment equity into all other District policies

- Allocating sufficient resources to attain these objectives
(GSDM, 2003)

Resettlement Expenditure Policy

Provides for compensation measures in the form of interim accommodation, transport and storage of household and personal effects for newly appointed employees residing more than 80 kilometres from the offices of the municipality.

Sexual Harassment Policy

Defines forms of sexual harassment and procedures to handle grievances of sexual harassment.

Bursary Policy

Defines those eligible, priority fields as well as awarding processes and procedures.

Dress Code

Defines appropriate forms of dress acceptable at the workplace.

Transport Policy

Provides for a coherent regime of management of municipal vehicles for usage by municipal officials.

Subsistence and Travel Allowance

Provides for various subsistence and travel allowances as well as applicable tariffs for officials and political office bearers.

Disciplinary Procedure

Provides for disciplinary measures and procedures.

Acting Allowance Policy

Provides for measures and compensation to be adhered to when appointing officials to act in higher positions.

Subsidized Motor Vehicle Scheme

Defines those eligible as well as procedures to acquire the benefit.

Indigent Policy

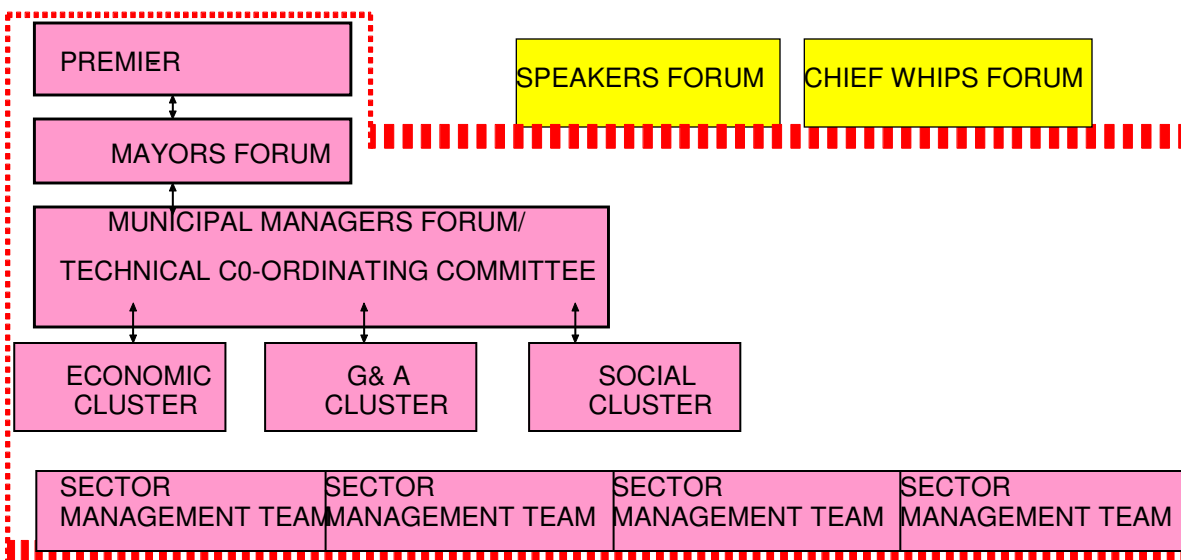
To facilitate the provision of Free Basic Services to its communities and ensuring that those with need are benefiting, the municipality has adopted an Indigent Policy. The policy defines those eligible to be classified as indigents thus being entitled for free basic services.

Inter-Governmental Relations

In compliance with the Intergovernmental Relations Framework Act, the District together with its local municipalities have developed an Intergovernmental Protocol Framework which begins to recognise and give effect to the interdependence of the three spheres of government and begins to interrogate intra-sphere issues that is relations between the district and local municipalities.

For this purposes the Intergovernmental Protocol Framework provides for necessary structures as reflected in the below diagram, as well as a reflection on the mechanisms for resolution and implementation of decisions of the structures and settlement of their disputes thereof.

IGR STRUCTURES



3.7.4 Code of conduct for officials and political office bearers

The Greater Sekhukhune District Municipality has adopted the Code of Conduct as encapsulated in Schedule 1 and 2 of the Municipal Systems Act, 32 of 2000 for Councillors and Municipal Staff Members respectively.

3.7.5 Organisational SWOT analysis

STRENGTHS <ul style="list-style-type: none"> • New organisation able to build on experience from other District and local municipalities. • Sufficient finances to run municipal programmes. • Ownership of assets e.g. water reticulation that could be service delivery. • Supportive political leadership (Mayor and Mayoral Committee). • Political stability. • Advisors under the CMTP and DFID programmes. 	WEAKNESSES <ul style="list-style-type: none"> • Poor planning resulting to poor service delivery (project planning capacity) • Under capacitated district municipality to deliver services on time. • Lack of public participation in the structures of the district municipality • Inadequate provision of social and service infrastructure (Water, sanitation, electricity, health, education etc)
OPPORTUNITIES <ul style="list-style-type: none"> • Access to more funding and support through the Presidential Nodal Status • Increased cooperation for service delivery through amicable relations and support by traditional leaders. • Availability of mineral resources creates job opportunities, revenue, investment and infrastructure. • Available agricultural resources provide job opportunities, livelihood security 	THREATS <ul style="list-style-type: none"> • Low human development index • Poverty and unemployment • Low revenue base of the district municipality • Social and physical disintegration of communities (Spatial Planning) • Threatened environment (refuse removal and environmental management) • Lack of relevant skills

<p>through subsistence farming and revenue.</p> <ul style="list-style-type: none"> • Tourism potential increases investment, revenue and job opportunities. • Project consolidate makes extra personnel available to assist the municipality 	<ul style="list-style-type: none"> • Drought causes serious shortage of water • Poor tourism infrastructure • Limited investment from the public and private sector • Disinvestment due to geographical location (rural nature) • HIV/AIDS affects the economically active group and also affect education. • Communal nature of land ownership makes it difficult and time consuming to develop land.
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3.7.6 Core values of the municipality

- Transparency.
- Access.
- Courtesy.
- Efficiency.
- Value for money.
- Professionalism.
- Redress

3.7.7 Sekhukhune District's communication strategy

Sekhukhune has a draft communication strategy, which notes that current media coverage of the District is largely positive but with some negative elements.

The Strategy also notes that the rural nature of the District compels the municipality to devise special communication messages and media to reach its citizens. The communication strategy proposes an outreach programme which comprises the following elements:

- Council meets the people
 - Imbizos and road shows
 - Information seminars
 - Media
 - Dikgoro
 - In-house publications, newsletters, internet and intranet
 - Promotional materials
- (GSDM, undated, d)

The draft communication strategy is in the process of being discussed within the municipality.

3.7.8 Intergovernmental protocol framework

The District's IGR Framework guides the attainment of cooperative government in the district. It also establishes the District Intergovernmental Forum (also known as the Mayor's Forum) in the area.

4. Key development challenges in Sekhukhune

The previous chapter highlighted some of the challenges presented by the Sekhukhune context. This section draws out some of these issues, and provides a snapshot of the District's priorities. These priorities are determined by the situational analysis and, in turn, provide guidance to the development strategies chosen by the municipality.

4.1 Demographic challenges

Like many rural areas, Sekhukhune is faced with the challenge of high levels of dependency because most of its economically active residents have been forced to look for work elsewhere. High levels of male absenteeism, low literacy levels and the high unemployment rate all contribute to the challenges facing the District.

More specifically, the key demographic challenges are:

- Sekhukhune is dominated by female-headed households since most males are compelled to seek work outside the District
- The population is very young, leading to high dependency ratios in the District
- Most households in the area rely extensively on public social safety nets/grants
- The unemployment rate – and therefore poverty levels - in the District is very high
- Sekhukhune is amongst the most deprived areas in South Africa, with the NSDP ranking it as 10th in the list of Districts/Metros with the highest number of people living below the MLL (Minimum Living Level)

4.2 Social challenges

Years of under-development in Sekhukhune have left their mark on the people of the District. Social development continues to pose challenges for the area, which is also marked by relatively low levels of social infrastructure.

More specifically, the key challenges are:

- At just R115 per person, Sekhukhune has the lowest per capita expenditure on primary health care in South Africa
- The District has a relatively high illiteracy level
- Most Sekhukhune households depend extensively on social grants from government
- Hunger levels are increasing in Sekhukhune, with 53% of residents admitting to skipping meals because of a lack of food
- If crime levels increase, it may destabilise the District's plans to exploit its tourism potential
- At present, the District does not have enough social infrastructure to fully meet the needs of its residents

4.3 Spatial challenges

Land ownership patterns are one of the biggest development challenges facing Sekhukhune. Without a resolution of this issue, most socio-economic activities in the District will continue to be thwarted.

More specifically, the key challenges are:

- A challenge on Tribal and modern land use management systems and practice.
- Current land ownership patterns deter potential investors
- Competing land claims in the area threaten to destabilise future development
- Competing (social, economic, etc) demands for land use may cause social tensions in the future

4.4 Economic challenges

Sekhukhune seems poised to experience a major boom in platinum mining in the near future – a move that will grow its economy substantially if the District exploits these opportunities effectively. Agriculture and tourism also offer potential dividends. However, the Sekhukhune economy currently has a number of unhealthy features which could undermine economic development efforts in the future.

More specifically, the key challenges are:

- The economic potential of the District may be undermined by demographic, infrastructural and spatial challenges alluded to elsewhere in this chapter
- The Sekhukhune economy is excessively reliant on public sector funding with community services being a major contributor to GGP in the area
- Most revenue flows out of the Sekhukhune economy as residents and businesses source their goods and services outside the District
- Falls in global demands for the minerals produced in the area, continued water scarcity and the increasing mechanisation of platinum mining could affect Sekhukhune's mining industry negatively in the future
- Insufficient beneficiation and value-adding activities occur within the Sekhukhune economy at present
- Commercial agriculture is coming under increasing pressure as rising input costs, a stronger local currency, lower commodity prices and external competition take their toll
- Subsistence farming continues to dominate the agricultural sector in Sekhukhune
- The District's tourism potential is not being fully exploited as yet because of a lack of tourism infrastructure and poor related services

4.5 Housing and infrastructural challenges

Like many rural areas, Sekhukhune has enormous housing and infrastructural backlogs. These undermine economic potential, and worsen the quality of life of ordinary residents. At present, delivery is occurring so slowly that the MDGs and national targets for several key sectors may not be met.

More specifically, the key challenges are:

Infrastructural challenges

Housing

- The provision of new housing is still a challenge in the District, with delivery proceeding at a relatively slow pace

Water

- Water scarcity in the District is an endemic problem, which affects service delivery
- Most Sekhukhune households, schools and clinics receive below-standard water
- Although no comprehensive data is yet available for commercial (especially mining and agricultural) water usage, it is likely that these demands will one day conflict with the demand for domestic water consumption – a particularly worrying scenario in a water-scarce district
- Sekhukhune has one of the 9 worst accesses to piped water amongst all South African

districts/metros.

Sanitation

- Most Sekhukhune households, schools and clinics receive below-standard sanitation services

Electricity

- Municipalities' provision of free basic electricity is currently impeded by poor information and communication systems
- There are massive electricity backlogs in Sekhukhune, with some estimates declaring that as many as 224 villages are still without electricity today
- Current Eskom electrification rates suggest that these backlogs will not be met in the timeline stipulated by MDG and national targets

Roads and transport

- Provincial and local roads (and pavements) in Sekhukhune are in need of upgrading and maintenance
- Most roads aren't in good condition; nor are they safe. This will eventually undermine the key economic activities in the area - agriculture, mining and tourism
- Opportunities arising from the presence of the Dilokong and Phalaborwa Corridors haven't been fully exploited as yet
- The current rail network isn't sufficient to cater for future mining freight in the area. This will place a strain on the road network in Sekhukhune.

Waste management and refuse removal

- Formal waste removal services is still provided only in larger towns like Marble Hall, Groblersdal and Burgersfort
- Informal waste disposal is evident in many parts of the District, and is currently causing pollution and health hazards

Telecommunications

- The low number of Sekhukhune households that possess telephones limit the potential use of telecommunications for commercial purposes. This inhibits economic activity in the District.

General

- The state of infrastructure, and the resulting service delivery, is fairly poor across a number of sectors in Sekhukhune
- The majority of Sekhukhune residents currently qualify for free basic services, an indication of the poverty levels in the area. If these numbers grow, it is not known whether the public sector will be able to sustain its current commitments
- The District may not be able to meet its MDG and national target commitments unless major improvements occur in infrastructural investment and service delivery

4.6 Environmental challenges

The Sekhukhune District is currently subject to enormous variations in rainfall, which affect crop production and sustainable livelihoods.

More specifically, the key challenges are:

- Rainfall patterns in the District are highly variable, disrupting agricultural production and causing related socio-economic stresses
- Because of its climatic profile, the District is currently susceptible to both the El Niño and La Niña phenomena
- Variations in climate exacerbates the water shortage problem, which is already a key developmental constraint in the area

4.7 Institutional challenges

The Sekhukhune District also faces institutional challenges.

Institutional challenges

- The District houses more than one Project Consolidate municipality, which poses serious institutional challenges

5. Greater Sekhukhune's Development Vision and Mission

5.1 Vision

"Development oriented Leader in Service Delivery "

5.2 Mission

We provide creative integrated development solutions in partnership with Local Municipalities, Communities and other stakeholders through:

- a co-ordinated framework for district developmental planning;
- fostering active community involvement
- creating a learning organisation conducive for development of human capital;
- enhancing sound intergovernmental relations through good governance;
- equitable distribution of recourses.

6. High-level objectives

The GSDM's key strategic objectives are:

- Facilitation of access to land to ensure sustainable land use management for the entire district.
- Maximisation of economic growth and development through developing local economic opportunities and facilitating community empowerment;
- Promote and implement social and development programmes;
- Fostering of community participation and ownership of municipal programmes through effective communication.
- Strengthen the co-ordination of governance structures and facilitate sound intergovernmental relations
- Development of institutional capacity and efficient financial management geared towards efficient delivery of services

6.1 Development of institutional capacity and efficient financial management geared towards efficient delivery of services

The development of institutional capacity is a key priority to ensure that the District is equipped with high-quality staff that ensures that government programmes are implemented according to set targets. In this area of priority the District will focus on:

- Recruitment and selection of high-quality and committed staff
- The retention of staff
- The development of the skills of its staff
- Engaging in partnerships with strategic partners
- Organisational Development
- Human Resource Administration and Maintenance
- The development of administrative systems
- Secretariat and Administration Services
- Information Management
- Internal Communication
- Performance Management

Government programmes cannot be realised if they are not backed by financial resources. The Greater Sekhukhune District is faced with mammoth development challenges amidst limited resources. It is therefore paramount that the existing resources are well managed whilst striving for the mobilisation of extra resources. In order to do so the municipality will specifically focus on:

- Development of a financial management plan
- Strengthening of revenue collection capacity
- Revenue generation
- Credit Control mechanisms
- Financial planning and budgeting
- Financial reporting
- Asset Management
- Financial Administration
- Expenditure Management and Control
- Preparation of realistic and strategic budgets
- Implementation of Municipal Financial Management Act

6.2 Facilitation of access to land and ensure sustainable land use management for the entire district

The desired development requires resources to happen of which among them is land. Land unlike other resources is a finite resource which has to be addressed strategically. The Greater Sekhukhune Municipal area has its own dynamics related to land as most of the land for development is under land restitution claims. It is thus critical that concerted efforts be embarked upon by the municipality to facilitate access to land for sustainable development as well as usage. As a result the following will be among the key focus areas:

- Spatial planning to guide sustainable development;
- Support programmes for beneficiaries of land restitution claims;
- Undertaking of land audits to identify land for various kinds of development;
- Facilitate the development of framework for land use management;
- Trainings and consultation sessions with various stakeholders on land use management practices

6.3 Maximisation of economic growth and development through developing local economic opportunities and facilitating community empowerment

Development should be people-centred and not a government driven scenario wherein communities are recipients of government services. Building an increased prosperity for all residents, sustainable job and income generation and better distribution of wealth, is central to the municipality's challenges. In order to ensure this objective it is thus critical that people participate in the main stream economy of the District and the social development of communities. This will ensure that communities of the district are part of service delivery as active agents. Among programmes to be engaged in this exercise are:

- SMME Development
- Agricultural Development
- Tourism Development
- Mining Development
- Arts and Culture
- Marketing
- Investment Attraction
- Skills Development
- LED Institutional Capacity
- Expanded Public Works Programmes
- People's Skills Development

6.4 Promotion of social development of communities

Social development in communities is a critical challenge facing the municipality in an attempt to create a stable and cohesive community. To this end the following programmes will be embarked upon by the municipality:

- Environmental Management
- Primary Health Care
- Sports Development
- Youth Development
- Gender Equity
- Aged Care
- Skills Development
- Disaster Management
- Safety and Security

Provision of infrastructure also plays an important role in the social and economic development of communities. Areas without access to infrastructure are characterised by high levels of poverty whilst those with access are well off. Absence of infrastructure for any kind of services worsens the poverty levels of communities as much as it hampers development. The municipality is therefore faced with two challenges in this area:

First is the issue of extending access to basic municipal services (water, sanitation, electricity and solid waste removal) to communities without access. The second issue relates to the general provisioning and maintenance of infrastructure and services over the municipal area. In terms of this priority the municipality will develop the following programmes:

- Free basic services programme
- Access to municipal services to areas without
- Water services provisioning and maintenance
- Solid Waste Removal
- Electricity provisioning
- Transport
- Roads
- Stormwater

6.5 Fostering of community participation and ownership of municipal programmes through effective communication

Government programmes ought to be communicated to its communities so as they can measure the performance of government and hold it accountable. The municipality wishes to engage in a contract with its communities in addressing the challenges of poverty, unemployment, and service delivery. In this case the municipality will ensure that proper structures are put in place where government will plan with the communities and monitor implementation. A clear communications framework will thus be instituted by the municipality. The focus on this programme will be:

- Functionality of all communication structures representing communities as well as all stakeholders.
- Working with community development workers in communicating planned and implemented government programmes
- Monitoring of government programmes on their social and economic impact

6.6 Strengthen the co-ordination of governance structures and facilitate sound intergovernmental relations

In accordance with the spirit of co-operative governance as well as the legislative requirements, the municipality will work with local municipalities; provincial and national sector departments to ensure that development is integrated; duplication is avoided; and synergy is enhanced. To realise this objective the municipality will set proper institutional structures and mechanisms to ensure that such co-operation is not ad-hoc.

6.7 Priority issues

The following list of priorities was derived from the customer satisfaction survey report which was produced for the district in 2007. Households were requested to rate the 13 challenges/priorities that needed to be addressed. It should be noted that not all the challenges fall within the functional responsibility of the district. Each of the identified challenges/priorities was rated on a 5 points scale where 1 is least important and 5 is the most important.

The table below shows that only four challenges/priorities that are in top five priorities in at least four of the local municipalities were: access to water; crime; education and unemployment. It should also be noted that the priorities differ per local municipalities and the district will focus on those within their powers and functions.

Table 62: Priority issues as listed in the customer satisfaction survey report

Priority issues as listed in the customer satisfaction survey report						
Priorities	All Locals (rankings)	Fetakgomo	Elias Motsoaledi	Makhudu thamaga	Marble Hall	Tubatse
Unemployment	1	3	2	1	13	1
HIV/AIDS	2	7	9	5	6	2
Crime	3	1	5	2	7	3
Access to Water	3	1	3	2	2	5
Education	3	4	1	4	4	7
Housing	6	9	11	6	11	4
Health Care	7	5	3	8	9	9
Access to sanitation	8	6	5	11	4	7
Corruption	9	12	10	10	9	5
Small Business	10	13	12	7	12	10
Public Transport	11	11	7	12	3	11
Access to electricity	12	10	13	9	1	13
Access to Refuse collection	13	7	7	13	7	12

6.8 Conclusion

These objectives are already part of the District's daily operations and guide the decision-making of all sectorial departments.

7. Annual projects for 2008/09-2011

This chapter provides information on the projects that will be implemented in the GSDM area in the next 3 years. There are 3 categories of projects that are summarised here. The first category encompasses the projects that will be either wholly or partially funded by the District. The second category covers those projects funded by national and provincial departments, and includes sectors such as education, health and so forth. The final category includes the projects to be implemented in the GSDM area by parastatals and state-owned enterprises (SOEs) such as Eskom or Limdev. Collectively, these categories give one a sense of the public sector investment that will be taking place in the Sekhukhune District area.

The District projects, in particular, have been carefully selected to address the development challenges outlined earlier in this IDP and to meet the Millennium Development Goals (MDG).

Millennium Development Goals

- Access to basic water for all by 2008
- Access to basic sanitation at RDP level by 2010
- All schools and clinics have access to water and sanitation by 2007
- Bucket toilet system to be eradicated by 2006
- Electricity to all households by 2012
- Halve unemployment by 2014
- Economic growth of 6% by 2010
- Access to education and health care for all

7.1 Project prioritisation process

As a District Municipality, Sekhukhune believes that it is important to allow local municipalities to prioritise the projects that they eventually submit to the DM for funding. As a result, the District does not have a standard or specific model that is used to prioritise projects. Local municipalities develop questionnaires for their communities, a process that is facilitated by ward committees and Community Development Workers (CDWs). Once the community needs expressed through these questionnaires are consolidated, local municipalities determine their respective priority issues which, subsequently, guides the choice of projects.

7.2 List of projects

7.2.1 Projects funded by the provincial and or national departments

Department of Education

KPA/ Programme/Project Type	Project Description	Total Budget per Financial year R				Project status	Implementing agent	Time Frame
		2006/07	2007/08	2008/09	2009/10			
New additional classrooms and toilets (Schools under trees)	Construction of 8 classrooms at Ngwaritsi Motlokwe Prim School	1,170,000				Construction phase	Dept of Public Works	
	Construction of 8 classrooms at Tswelopele Prim School	1,170,000				Retention	Dept of Public Works	
	Construction of 8 classrooms at Makgetha Sec School	1,170,000				Retention	Dept of Public Works	
	Construction of 4 classrooms at Morarela Prim School (Kgagudi School)	615,000				Retention	Dept of Public Works	
	Construction of 4 classrooms at Mororela Prim School	615,000				Retention	Dept of Public Works	
	Construction of 4 classrooms at Mohlodi Sec School	615,000				Retention	Dept of Public Works	
	Construction of 8 classrooms at Lefakgomo Sec School	1,170,000				Retention	Dept of Public Works	

	Construction of 8 classrooms at Morwaswi Sec School	1,170,000				Retention	Dept of Public Works	
	Construction of 8 classrooms at Tetaneng Sec School	1,170,000				Construction complete	Dept of Public Works	
	Construction of 4 classrooms at Moshidi Sec School	615,000				Construction phase	Dept of Public Works	
	Construction of 8 classrooms at Tshabadieta Sec School	1,170,000				Construction phase	Dept of Public Works	
	Construction of 4 classrooms at Ntshoeng Prim School	615,000				Construction phase	Dept of Public Works	
	Construction of 4 classrooms at Morwakgoadi Prim School	615,000				Retention	Dept of Public Works	
	Construction of 8 classrooms at Letolwane Prim School	1,170,000				Retention	Dept of Public Works	
	Construction of 4 classrooms at Mphogo Prim School	615,000				File closed	Dept of Public Works	
	Construction of 4 classrooms at Molopo Prim School	615,000				Construction complete	Dept of Public Works	
	Construction of 4 classrooms at Manyaka Prim School	615,000				Retention	Dept of Public Works	

	Construction of 4 classrooms at Mahlo Prim School	615,000				File closed	Dept of Public Works	
	Construction of 4 classrooms at Djate Prim School	615,000				Retention	Dept of Public Works	
	Construction of 4 classrooms at Bogalatladi Prim School	615,000				Retention	Dept of Public Works	
	Construction of 12 classrooms at Madinoge School	2,223,000				Retention	Dept of Public Works	
	Construction of 3 toilet blocks at Madinoge School	468,000				Retention	Dept of Public Works	
	New additional 8 classrooms at Mafetatsubela	1,230,000				Retention	Dept of Public Works	
	New additional 4 classrooms at Mafoko	615,000				Retention	Dept of Public Works	
	New additional 4 classrooms at Malope	615,000				Retention	Dept of Public Works	
	New additional 1 block of toilets at Masete	100,000				Retention	Dept of Public Works	
	New additional 8 classrooms at Mokgoko	1,230,000				Construction phase	Dept of Public Works	
Storm damaged schools	New additional 12 classrooms at Motlamotse	1,845,000				Construction phase	Dept of Public Works	

	New additional 12 classrooms at Selepe	1,845,000				Construction phase	Dept of Public Works	
	New additional 12 classrooms at Maphopha	1,845,000				Construction phase	Dept of Public Works	
	New additional 4 classrooms at SM Nkoana	615,000				Construction phase	Dept of Public Works	
	New additional 4 classrooms at Mokale	615,000				Retention	Dept of Public Works	
	New additional 4 classrooms at Nkate	615,000				Retention	Dept of Public Works	
	New additional 8 classrooms at Malegodi(Dip hala)	1,230,000				Retention	Dept of Public Works	
	New additional 8 classrooms at Sengange	1,230,000				Construction phase	Dept of Public Works	
	New additional 12 classrooms at Dinkwanyane	1,845,000				Construction phase	Dept of Public Works	
	New additional 12 classrooms at Gangadza/Maokeng	1,845,000				Construction complete	Dept of Public Works	
	New additional 1 admin block at Moleshatlou	400,000				Construction phase	Dept of Public Works	

	New additional 12 classrooms at Molepane	1,845,000				Retention	Dept of Public Works	
	New additional 4 classrooms at Moripane	615,000				Construction phase	Dept of Public Works	
	New additional 4 classrooms at Modiketse	615,000				Retention	Dept of Public Works	
	New additional 4 classrooms at Sefufule/Marokadiete	615,000				Retention	Dept of Public Works	
	New additional 4 classrooms at Areikhuleng	615,000				Retention	Dept of Public Works	
	New additional 4 classrooms at Magatagabotse	615,000				Retention	Dept of Public Works	
	New additional 4 classrooms at Maboragane	615,000				Retention	Dept of Public Works	
	New additional 4 classrooms at Legaletloa	615,000				Retention	Dept of Public Works	
	New additional 4 classrooms at Lehutjwane	615,000				Retention	Dept of Public Works	
	New additional 8 classrooms at Maretele	1,230,000				Retention	Dept of Public Works	

	New additional 8 classrooms at Leokeng	1,230,000				Retention	Dept of Public Works	
	New additional 8 classrooms at Ngwanamatlang	1,230,000				Construction complete	Dept of Public Works	
	New additional 8 classrooms at Dihlabakela	1,230,000				Retention	Dept of Public Works	
	New additional 8 classrooms at Mangleman	1,230,000				Construction phase	Dept of Public Works	
	New additional 8 classrooms at Makatane	1,230,000				Construction phase	Dept of Public Works	
	New additional 8 classrooms at Matlejoane	1,230,000				Retention	Dept of Public Works	
	New additional 8 classrooms at Phoroane	1,230,000				Retention	Dept of Public Works	
	New additional 8 classrooms and 8 toilets at Mamasegare (Mpetje) Primary		1,300,000			Construction phase	Dept of Public Works	
	New additional 12 classrooms and 12 toilets at Matsitsi Primary		1,950,000			Construction complete	Dept of Public Works	
	New additional 4 classrooms and 4 toilets at Kawusime Primary		650,000			Construction phase	Dept of Public Works	

	New additional 12 classrooms and 12 toilets at Tlakale Primary		1,950,000			Construction phase	Dept of Public Works	
	New additional 8 classrooms and 8 toilets at Malekgobo Primary		1,300,000			Construction phase	Dept of Public Works	
	New additional 4 classrooms and 16 toilets at Riba Primary/Kwel edi		1,500,000			Construction complete	Dept of Public Works	
	New additional 8 classrooms, 8 toilets and 1 laboratory at Mabotsha Primary		1,300,000			Construction phase	Dept of Public Works	
	New additional 4 classrooms and 4 toilets at Mamasegare Primary		650,000			Construction complete	Dept of Public Works	
	New additional 4 classrooms and 4 toilets at Jane Furse Primary		650,000			Construction phase	Dept of Public Works	
	New additional 8 classrooms and 8 toilets at Serake Secondary		1,300,000			Construction phase	Dept of Public Works	
	New additional 8 classrooms and 8 toilets at Mackeng Secondary		1,300,000			Construction complete	Dept of Public Works	

	New additional 8 classrooms and 8 toilets at Mphele a Mphele Secondary		1,300,000			Construction complete	Dept of Public Works	
	New additional 4 classrooms and 4 toilets at Poo Secondary		650,000			Retention	Dept of Public Works	
	New additional 4 classrooms and 4 toilets at Seopo Secondary		650,000			Retention	Dept of Public Works	
	New additional 4 classrooms and 4 toilets at Madithame Secondary		650,000			Retention	Dept of Public Works	
	New additional 4 classrooms and 4 toilets at Phatametsane Secondary		650,000			Construction phase	Dept of Public Works	
	New additional 8 classrooms at Mabake Primary		1,300,000			Construction phase	Dept of Public Works	
	Provision of 2 toilets at Mabake Primary		300,000			Retention	Dept of Public Works	
	Con Roux		650,000			Retention	Dept of Public Works	
	Provision of 1 toilet at Con Roux Primary		300,000			Retention	Dept of Public Works	

	Sibisi		1,950,000			Construction phase	Dept of Public Works	
	Provision of 3 toilets at Sibisi		300,000			Retention	Dept of Public Works	
	Phooko		1,300,000			Construction phase	Dept of Public Works	
	Provision of 1 toilet at Phooko		300,000			Construction phase	Dept of Public Works	
Condemned Schools Ph 2	Construction of 1 laboratory and 1 admin block at Sengange Secondary		625,000			Construction phase	Dept of Public Works	
	Construction of 1 laboratory and 1 admin block at Dinkwanyane Secondary		625,000			Retention	Dept of Public Works	
	Construction of 1 laboratory and 1 admin block at Gangadza		625,000			Construction complete	Dept of Public Works	
	Construction of 1 laboratory and 1 admin block at Maretele Secondary		625,000			Retention	Dept of Public Works	
	Construction of 1 laboratory and 1 admin block at Leokeng Secondary		625,000			Construction phase	Dept of Public Works	

	Construction of 1 laboratory and 1 admin block at Moleshatlou /Diphala Secondary		625,000			Construction phase	Dept of Public Works	
	Construction of 1 laboratory and 1 admin block at Magatagabot se Secondary		625,000			Retention	Dept of Public Works	
	Construction of 1 laboratory and 1 admin block at Molepane Secondary		625,000			Retention	Dept of Public Works	
	Construction of 1 laboratory and 1 admin block at Maboragane secondary		625,000			Construction phase	Dept of Public Works	
	Construction of 1 laboratory and 1 admin block at Legaletloa secondary		625,000			Construction complete	Dept of Public Works	
	Construction of 1 laboratory and 1 admin block at Ngwanamatlang secondary		625,000			Construction phase	Dept of Public Works	
	Construction of 1 laboratory and 1 admin block at Lehutjwane secondary		625,000			Construction complete	Dept of Public Works	
	Construction of 1 admin block at Mafetatsubela		3,125,000			Construction phase	Dept of Public Works	

	Installation of 4 toilets at Mahlakane leng		100,000			Contract awarded	Dept of Public Works			
	Installation of 4 toilets at Elias Motshana		100,000			Contract awarded	Dept of Public Works			
	Installation of 4 toilets at Petloane		100,000			Procurement phase	Dept of Public Works			
	Installation of 4 toilets at Rraile		100,000			Contract awarded	Dept of Public Works			
	Installation of 4 toilets at Tantanyane		100,000			Contract awarded	Dept of Public Works			
	Installation of 8 toilets at Makgatsike		200,000			Procurement phase	Dept of Public Works			
	Installation of 4 toilets at St Marks Comprehensive		100,000			Contract awarded	Dept of Public Works			
	Installation of 4 toilets at Kanama		100,000			Contract awarded	Dept of Public Works			
	Installation of 4 toilets at Malabe		100,000			Contract awarded	Dept of Public Works			
	Installation of 4 toilets at Mohlakeng		100,000			Contract awarded	Dept of Public Works			
	Installation of 4 toilets at Ngwanamatlang		100,000			Contract awarded	Dept of Public Works			

	Installation of 4 toilets at Paepae		100,000			Contract awarded	Dept of Public Works	
	Installation of 4 toilets at Lekoko		100,000			Contract awarded	Dept of Public Works	
Condemned/congested schools	Construction of 8 classrooms and 8 toilets at Maphotle Primary in Fetakgomo Local Municipality			1,400,000		Procurement phase	Dept of Public Works	
	Construction of 8 classrooms and 8 toilets at Bafedi Primary in Makhudutha maga local municipality			1,400,000		Procurement phase	Dept of Public Works	
	Construction of 8 classrooms and 8 toilets at Kalafong Primary in Makhudutha maga Local Municipality			1,400,000		Procurement phase	Dept of Public Works	
	Construction of 8 classrooms and 8 toilets at Eensgevonde n primary in Makhudutha maga Local Municipality			1,400,000		Procurement phase	Dept of Public Works	
	Construction of 12 classrooms and 12 toilets at Phokoane Primary in Makhudutha maga local municipality			2,100,000		Procurement phase	Dept of Public Works	

	Construction of 8 classrooms and 8 toilets at Manku Primary in Tubatse local municipality			1,400,000		Procurement phase	Dept of Public Works	
	Construction of 8 classrooms and 8 toilets at Tantanyane Primary in Tubatse local municipality			1,400,000		Procurement phase	Dept of Public Works	
	Construction of 16 classrooms and 16 toilets at Gowe Primary in Tubatse local municipality			2,800,000		Procurement phase	Dept of Public Works	
	Construction of 8 classrooms and 8 toilets at Paapa Primary in Tubatse local municipality			1,400,000		Procurement phase	Dept of Public Works	
	Construction of 8 classrooms and 8 toilets at Gowe Primary in Tubatse local municipality			1,400,000		Procurement phase	Dept of Public Works	
	Construction of 8 classrooms and 8 toilets at Tšhilo secondary in Tubatse local municipality			1,400,000		Procurement phase	Dept of Public Works	

	Construction of 24 classrooms and 24 toilets at Lehlaba secondary in Tubatse local municipality			4,200,00		Procurement phase	Dept of Public Works	
	Construction of 4 classrooms and 4 toilets at Marole secondary in Tubatse local municipality			820,000		Procurement phase	Dept of Public Works	
Condemned/congested schools ph 2 (Admin blocks)	Construction of 1 admin block at Selepe primary school in Fetakgomo local municipality			700,000		Procurement phase	Dept of Public Works	
	Construction of 1 admin block at Mokale primary school in Makhudutha maga local municipality			700,000		Procurement phase	Dept of Public Works	
	Construction of 1 admin block at Moripane primary school in Makhudutha maga local municipality			700,000		Procurement phase	Dept of Public Works	
	Construction of 1 admin block at Modiketse primary school in Makhudutha maga local municipality			700,000		Procurement phase	Dept of Public Works	

	Construction of 1 admin block at Areikuleng primary school in Makhudutha maga local municipality			700,000		Procurement phase	Dept of Public Works	
	Construction of 1 admin block at Moleshatlou primary school in Makhudutha maga local municipality			700,000		Procurement phase	Dept of Public Works	
	Construction of 1 admin block at Motlamotse primary school in Tubatse local municipality			700,000		Procurement phase	Dept of Public Works	
	Construction of 1 admin block at Maphopha primary school in Tubatse local municipality			700,000		Design Phase	Dept of Public Works	
	Construction of 1 admin block at SM Nkoana primary school in Tubatse local municipality			700,000		Design Phase	Dept of Public Works	
	Construction of 1 admin block at Ntake primary school in Tubatse local municipality			700,000		Design Phase	Dept of Public Works	

	Construction of 1 admin block at Sefufule primary school in Tubatse local municipality			700,000		Design Phase	Dept of Public Works	
	Construction of 1 admin block at Malegodi primary school in Tubatse local municipality					Design Phase	Dept of Public Works	
SDM cross boundary schools	Construction of 20 classrooms and 20 toilets at Nala Senior Secondary in Elias Motsoaledi local municipality			4,400,000		Procurement phase	Dept of Public Works	
	Construction of 1 admin block and 16 toilets at Fawcett Mathebe Junior secondary in Elias Motsoaledi local municipality			1,500,000		Procurement phase	Dept of Public Works	
	Construction of 1 admin block and 20 toilets at Mothibedi primary in Elias Motsoaledi local municipality			1,450,000		Procurement phase	Dept of Public Works	

	Construction of 1 admin block and 12 toilets at Mapula primary in Elias Motsoaledi local municipality			1,150,000		Procurement phase	Dept of Public Works	
	Construction of 4 classrooms and 1 admin block at Matshipe primary in Elias Motsoaledi local municipality			1,400,000		Procurement phase	Dept of Public Works	
	Construction of 4 classrooms and 1 admin block at Moteti primary in Elias Motsoaledi local municipality			1,400,000		Procurement phase	Dept of Public Works	
	Construction of 1 admin block and 4 toilets at Batau primary in Elias Motsoaledi local municipality			850,000		Procurement phase	Dept of Public Works	
	Construction of 1 admin block at Slovo Park primary in Elias Motsoaledi			700,000		Procurement phase	Dept of Public Works	

	Construction of 1 admin block at Rebone primary in Elias Motsaedi local municipality			700,000		Procurement phase	Dept of Public Works	
						Procurement phase		

Department of Public Works

KPA	Project Description	Total Budget per financial year				Implementing agent	Time frame
		®	2008/09	2009/10	2010/11	2011/12	
	Renovation of Block 27: district office	R 180 000.00				Dept. of Public Works	01 May – 30 Sept. 2008
	Renovation Of Eskom Building	R 350 000.00				Dept. of Public Works	01 July – 15 Dec.2008
	Renovation Of Maleskop Offices	R400 000.00				Dept. of Public Works	01 June – 30 Oct. 2008
	Renovation Of Block 24: District Office	R 180 000.00				Dept. of Public Works	01 June – 30 Oct. 2008
	Installation of Paving Bricks: Nebo Cost Centre	R 650 000.00				Dept. of Public Works	01 June – 30 Sept. 2008
	Installation of Paving Bricks: Thabamopo Cost Centre	R 780 000.00				Dept. of Public Works	01 June – 30 Sept. 2008
Renovation of offices							

	Installation of Standby Generator: Tubatse Cost Centre and Nebo Cost Centre.	R 5 000 000.00				Dept. of Public Works	01 June – 15 Dec. 2008
	Provision of toilets for people with disability: District Office, Government Complex, Nebo and Tubatse Cost Centre	R 280 000.00				Dept. of Public Works	01 May – 30 Sept. 2008
	Construct 4 000m Sewer Line: District Office.	R 2 000 000.00				Dept. of Public Works	01 May – 15 Dec. 2008
	Government Complex: Construct 980m Long x 2m High, Seven Spikes Steel Palisade Fence.	R 400 000.00				Dept. of Public Works	01 May – 15 Dec. 2008
						Dept. of Public Works	
REFURBISHMENT OF HOUSES	Renovation Of 5 Houses Nebo Cost Centre. (M2/2933, M2/1939/M2/1941, M2/1942, M2/1943. M2/1944.	R 150 000.00				Dept. of Public Works	01 May 2008 – 30 March 2009
	Renovation Of 4 Houses Tubatse Cost Centre. (House No' s M2/1969, M2/1971 and M2/1972).	R 160 000.00				Dept. of Public Works	01 May 2008 – 30 March 2009

	Renovation Of 20 Houses Thabamooopo Cost Centre. (House No' s 16A, 2356A, 2501A, 1448A, 214A, 1170A, 1011A, 1067A, 1109A, 1067A, 346F, 1025A, 1028A, 1139A, 2462A, 688A, 1179A, 1029A 768A and 1139A).	R 500 000.00				Dept. of Public Works	01 May 2008 – 30 March 2009
	Renovation Of 2 Houses MEC Residence: Thabamooopo Cost Centre. (House No' s 1 and 2).	R 600 000.00				Dept. of Public Works	01 May 2008 – 30 March 2009
	Renovation Of 3 Houses MEC Residence (Non Executive Houses): Thabamooopo Cost Centre. (House No' s 12, 13, and 14).	R 450 000.00				Dept. of Public Works	01 May 2008 – 30 March 2009
	Construct 4 500m Sewer Line: District Office.	R 2 500 000.00				Dept. of Public Works	01 May – 15 Dec. 2008
CONSTRUCTION OF RESIDENTIAL UNITS	Construction of 20 housing units at Nebo Cost Centre.	R 1 000 000.00				Dept. of Public Works	01 May 2008 – 30 March 2009
	Construction of 20 housing units at Tubatse Cost Centre.	R 1 000 000.00				Dept. of Public Works	01 May 2008 – 30 March 2009

	Construction of 15 housing units at Bramley Road Camp.	R750 000.00				Dept. of Public Works	01 May 2008 – 30 March 2009
DEVELOPMENT OF GARDENS	Development of grounds: Thabamoope Cost Centre.	R 40 000.00				Dept. of Public Works	01 May – 30 Aug. 2008
	Development of grounds: Nebo Cost Centre.	R 60 000.00				Dept. of Public Works	01 May – 30 Aug. 2008
	Development of grounds: Lebowa kgomo Government Complex.	R 36 000.00				Dept. of Public Works	01 May – 30 Aug. 2008
RENOVATION OF OFFICES	Renovation Of Block 1: District Office		R 200 000.00			Dept. of Public Works	01 May – 30 Aug. 2009
	Renovation Of Block 3: District Office		R 160 000.00			Dept. of Public Works	01 June – 30 Aug. 2009
	Construction New Cost Centre Warehouse		R 540 000.00			Dept. of Public Works	01 June 2009 – 28 Feb. 2010
REFURBISHMENT OF HOUSES	Renovation Of 8 Houses Nebo Cost Centre. (M2/2933, M2/1950/M2/1951, M2/1953, M2/1954, M2/1955, M2/1956, M2/1957, M2/1958.		R 240 000.00			Dept. of Public Works	01 April 2009 – 22 March 2010

	Renovation Of 3 Houses Tubatse Cost Centre. (House No's M2/1973, M2/1974 and M2/1975).		R 170 000.00			Dept. of Public Works	01 June 2009 – 22 March 2010
	Renovation Of 20 Houses Thabamooopo Cost Centre. (House No's 2571B, 2585B, 347F, 1361A, 214A, 1170A, 1011A, 1067A, 11646A, 2950B, 687F, 981A, 983A, 982A, 1853A, 196A, 202A, 09A 810A and 920A).		R 550 000.00			Dept. of Public Works	01 June 2009 – 22 March 2010
	Renovation Of 2 Houses MEC Residence: Thabamooopo Cost Centre. (House No's 4 and 6).		R 500 000.00			Dept. of Public Works	01 May 2009 – 30 March 2010
	Renovation Of 3 Houses MEC Residence (Non Executive Houses): Thabamooopo Cost Centre. (House No's 15, 16, and 17).		R 495 000.00			Dept. of Public Works	
CONSTRUCTION OF RESIDENTIAL UNITS	Construction of 20 housing units at Nebo Cost Centre.		R1 100 000.00			Dept. of Public Works	01 May 2009 – 30 March 2010
	Construction of 20 housing units at Tubatse Cost Centre.		R1 100 000.00			Dept. of Public Works	01 May 2009 – 30 March 2010

	Construction of 10 housing units at Wonderboom Road Camp.		R825 000.00			Dept. of Public Works	01 May 2009 – 15 Dec. 2010
DEVELOPMENT OF GARDENS	Development of grounds: Thabamoopo Cost Centre: Studio 2 Offices.		R130 000.00			Dept. of Public Works	01 May – 30 Aug. 2010
RENOVATION OF OFFICES	Renovation Of Block 6: District Office			R220 000.00		Dept. of Public Works	01 May – 30 Aug. 2010
	Renovation Of Block 17: District Office			R220 000.00		Dept. of Public Works	01 June – 30 Sep. 2010
REFURBISHMENT OF HOUSES	Renovation Of 6 Houses Nebo Cost Centre. (M2/2428, M2/947, M2/2566, M2/2883, M2/2942, M2/731.			R 210 000.00		Dept. of Public Works	01 May 2010 – 30 March 2011
	Renovation Of 2 Houses Tubatse Cost Centre. (House No' s M2/118, and M2/119).			R 150 000.00		Dept. of Public Works	01 May 2010 – 30 March 2011

	Renovation Of 20 Houses Thabamooopo Cost Centre. (House No' s 92E, 1178A, 2494B, 2356A, 2890B, 3673B, 876A, 9A, 91E, 93E, 1010A, 1063A, 1968A, 2592B, 2983B, 2679B, 20A, 90E, 1659A and 16AA).			R 600 000.00		Dept. of Public Works	01 May 2010 – 30 March 2011
	Renovation Of 2 Houses MEC Residence: Thabamooopo Cost Centre. (House No' s 8 and 9).			R 550 000.00		Dept. of Public Works	01 May 2010 – 30 March 2011
	Renovation Of 2 Houses MEC Residence (Non Executive Houses): Thabamooopo Cost Centre. (House No' s 18, and 19).			R 360 000.00		Dept. of Public Works	01 May 2010 – 30 March 2011
CONSTRUCTION OF RESIDENTIAL UNITS	Construction of 20 housing units at Nebo Cost Centre.			R1 200 000.00		Dept. of Public Works	01 May 2010 – 30 March 2011
	Construction of 16 housing units at Tubatse Cost Centre.			R960 000.00		Dept. of Public Works	01 May 2010 – 30 March 2011

							RENOVATION OF OFFICES		DEVELOPME T OF GARDENS
	Renovation Of Block 2: District Office					Renovation Of Block 8: District Office			Development of grounds: Nebo Cost Centre.
	Renovation Of Block 9: District Office								
	Renovation Of Block 14: District Office								
	Renovation Of Block 15: District Office								
	Renovation Of Block 16: District Office								
	Renovation Of Block 10: District Office								
	Renovation Of Block 12: District Office								
									R 42 000.00
R 170 000.00	R 170 000.00	R 170 000.00	R 170 000.00	R 170 000.00	R 170 000.00	R 170 000.00	R170 000.00		
Dept. of Public Works	Dept. of Public Works	Dept. of Public Works	Dept. of Public Works	Dept. of Public Works	Dept. of Public Works	Dept. of Public Works	Dept. of Public Works	Dept. of Public Works	Dept. of Public Works
01 Sept 2011 – 22 March 2012	01 Sept 2011 – 22 March 2012	01 Sept 2011 – 22 March 2012	01 Sept 2011 – 22 March 2012	01 Sept 2011 – 22 March 2012	01 May – 30 Aug 2011	01 May – 30 Aug 2011	01 May – 30 Aug. 2011		01 May 15 Dec. 2010

REFURBISHMENT OF HOUSES	Renovation Of 15 Houses Nebo Cost Centre. (M2/2933, M2/2026/M2/3089, M2/2941, M2/735. M2/936, M2/956, M2/736, M2/727, M2/2662, M2/2661, M2/2942, M2/2937, M2/2939 and M2/2869.				R300 000.00	Dept. of Public Works	01 May 2011 – 30 March 2012
	Renovation Of 3 Houses Tubatse Cost Centre. (House No' s 1858, 1859 and 1098).				R 225 000.00	Dept. of Public Works	01 June 2011 – 22 March 2012
	Renovation Of 11 Houses Thabamooopo Cost Centre. (House No' s 1152A, 1175A, 214A, 687A, 1210A, 1446A, 1520A, 1853A, 1152A, 1175A, and 1160A).				R 385 000.00	Dept. of Public Works	01 May 2011 – 30 March 2012
	Renovation Of 2 Houses MEC Residence: Thabamooopo Cost Centre. (House No' s 7 and 10).				R 600 000.00	Dept. of Public Works	01 May 2011 – 30 March 2012

	Renovation Of 2 Houses MEC Residence (Non Executive Houses): Thabamooopo Cost Centre. (House No's 11, and 20).					
	Acquisition Of Construction Equipment				R 1 800 000.00	Dept. of Public Works
	Acquisition Of Gardening Equipments				R 808 000.00	Dept. of Public Works
CONSTRUCTION OF RESIDENTIAL UNITS	Construction of 20 housing units at Nebo Cost Centre.				R1 300 000.00	Dept. of Public Works
	Construction of 15 housing units at Tubatse Cost Centre.				R975 000.00	Dept. of Public Works
DEVELOPMENT OF GARDENS	Development of grounds: Lebowa kgomo Government Complex.				R105 000.00	01 May – 30 Aug.2011
						01 May 2011 – 30 March 2012
						01 May 2011 – 30 March 2012
						01 May 2011 – 30 Oct. 2012
						01 May 2011 – 30 March 2012

Department of Sport, Arts & Culture: Infrastructure Projects

KPA/Programme/Project Type	Project Description	Local Municipality	Overall Budget	Total Budget per Financial year ®				Implementing agent
Construction of libraries	Building of community library	Fetakgomo	51,000,000 (budget shared with Vhembe district)	2008/09	2009/10	2010/11	2011/12	Dept of Public Works Dept of Sport, Arts & Culture
				6,000,000	7,000,000	8,000,000	9,000,000	

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Department of Water Affairs and Forestry

Project Name/Type	Project Description	Local Municipality	Budget (RM)	Planning and Design		Period of implementation			Project Status
				2007/08	2008/09	2009/10	2010/11	2011/12	
Bogalatladi Water Supply Scheme		Fetakgomo	48,57			16,19	16,19	16,19	Construction
Ga-Phasha (Mohlaletsi) water supply		Fetakgomo	2,67			0,89	0,89	0,89	Construction
Jaglust water supply		Fetakgomo	0,22			0,22			Construction
Olifantspoort Bulk Water Supply ph6 etc		Fetakgomo	142,70			47,57	47,57	47,57	Construction
Olifantspoort WTW: DWAF Regional Bulk Infrastructure Grant (LPR014)		Fetakgomo	7,30	2,4	3,20	1,76			Design
Lebalelo Community Bulk Water Supply: Southern zone		Greater Tubatse	30,97			10,32	10,32	10,32	Construction
Lebalelo Community Bulk Water Supply: Central		Greater Tubatse	80,17			26,72	26,72	26,72	Feasibility
Lebalelo Community Bulk Water Supply: Northern		Greater Tubatse	75,87			25,29	25,29	25,29	Feasibility

Malokela Water Supply ph2		Greater Tubatse	4,73			1,58	1,58	1,58	Construction
Mashamotane Ph3 water supply		Greater Tubatse	8,19			2,73	2,73	2,73	Design & Tender
Mooihoek Tubatse RWS: DWAF Regional Bulk Infrastructure Grant		Greater Tubatse	137,00	20,50	40,00	40,00	36,50		Design
Nebo Plateau RWS Subproject 14: Ga-Masha to Eersgeluk		Greater Tubatse	22,96			7,65	7,65	7,65	Design
Ngwaabe water supply: Phase 4		Greater Tubatse	4,81			1,60	1,60	1,60	Construction
Olifants river water resources feasibility study: De Hoop Dam augmentation to Olifantspoort south regional water scheme		Greater Tubatse	500,07			166,69	166,69	166,69	Feasibility
Ohrigstad Feasibility Study		Greater Tubatse	0,50	0,50					Feasibility
Lebalelo Central & North Feasibility		Greater Tubatse	1,00	1,00					Feasibility
Tubatse Steelpoort upgrading of Waste Water TP		Greater Tubatse	0,02			0,02			Construction
Tubatse WSS, Refurb, WTW: ISRDP (WTW Refurb, STW Burg, FS all)		Greater Tubatse	1,49			1,49			Tender

De Hoop G10 rehabilitation water works		Elias Motsoaledi	0,24			0,24			Construction
De Hoop 10-Mahlangu water supply		Elias Motsoaledi	1,82			1,82			Construction
Dennilton Upgrade of Bulk Sewer		Elias Motsoaledi	22,32			7,44	7,44	7,44	Design & Tender
Groblersdal Augmentation of bulk water supply		Elias Motsoaledi	0,09			0,09			Construction
Groblersdal Luckau RWS: DWAF Regional Bulk Infrastructure Grant		Elias Motsoaledi	56,70	14,30	14,70	14,70	13,00		Design
Groblersdal upgrade of sewer treatment		Elias Motsoaledi	0,06			0,06			Construction
Groblersdal upgrading of existing sewer treatment plant		Elias Motsoaledi	2,51			0,84	0,84	0,84	Construction
Groblersdal upgrading of water treatment works		Elias Motsoaledi	6,12			2,04	2,04	2,04	Construction
Magukubjane water supply & cost recovery		Elias Motsoaledi	0,04			0,04			Construction
Motetema RWS phase 2b		Elias Motsoaledi	3,21			1,07	1,07	1,07	
Nebo Plateau RWS Subproject 15: Sephaku Connection		Elias Motsoaledi	8,89			2,96	2,96	2,96	Design

Nebo Plateau RWS Subproject 6: Upgrade Mahlangu RWTW		Elias Motsoaledi	3,10			1,03	1,03	1,03	Design
Sephaku water supply		Elias Motsoaledi	2,50			0,83	0,83	0,83	Construction
Ga-Magashoa water supply & cost recovery		Makhudutha maga	1,23			1,23			Construction
Glen Cowie water supply		Makhudutha maga	2,22			0,74	0,74	0,74	Construction
Nebo Plateau RWS Subproject 1: De Hoop to Jane Furse bulk pipeline		Makhudutha maga	94,60	7,00	28,50	36,50	22,60		Design
Nebo Plateau RWS subproject 10: Schoonoord to Nkadimeng		Makhudutha maga	19,70			6,57	6,57	6,57	Design
Nebo Plateau RWS subproject 11: Jane Furse to Lobethal		Makhudutha maga	8,78			2,93	2,93	2,93	Design
Nebo Plateau RWS subproject 12: Marishane to Masemola		Makhudutha maga	26,31			8,77	8,77	8,77	Design
Nebo Plateau RWS subproject 13: Nebo South RWS Subproject 13: Nebo South RWTW Phase 1		Makhudutha maga	44,96			14,99	14,99	14,99	Design
Nebo Plateau RWS subproject 16: Nkadimeng & Mphanama Extensions		Makhudutha maga	9,77			3,26	3,26	3,26	Design
Nebo Plateau RWS subproject 17: Masemola to Mooiplaas		Makhudutha maga	8,6			2,87	2,87	2,87	Design

Nebo Plateau RWS Subproject 18: Nebo South RWTW phase 2		Makhudutha maga	31,32			10,44	10,44	10,44	Design
Nebo Plateau RWS Subproject 2: Vergelegen RWTW		Makhudutha maga	3,09	2,17	0,92	1,03	1,03	1,03	Design
Nebo Plateau RWS Subproject 3: Pipeline Phokwane to Vergelegen		Makhudutha maga	29,96		10,00	9,99	9,99	9,99	Design
Nebo Plateau RWS Subproject 4: Carbonatites to Zaaiplaas		Makhudutha maga	59,91	10,10	39,81	19,97	19,97	19,97	Design
Nebo Plateau RWS Subproject 5: Upgrade Piet Gouws RWTW		Makhudutha maga	3,10		3,10	1,03	1,03	1,03	Design
Nebo Plateau RWS Subproject 7: Magnet Heights Mphanama/Machacha		Makhudutha maga	73,25		10,00	8,95	8,95	8,95	Design
Nebo Plateau RWS Subproject 9: Phokwane to Sebetha		Makhudutha maga	25,04			8,35	8,35	8,35	Design
Jane Furse WWTW/Oxidation ponds		Makhudutha maga	4,50		4,50	1,50	1,50	1,50	Feasibility
Nkadimeng RWS		Makhudutha maga	21,87	16,00		7,29	7,29	7,29	Construction
Rietfontein/Spitskop bulk water supply phase 2		Makhudutha maga	20,02			6,67	6,67	6,67	Construction
Moutse bulk retic and cost recovery		Marble Hall	9,91		9,41	3,30	3,30	3,30	Feasibility

Apel Water Supply						0,54			
Frishgewaagd water supply			0,21			0,21			
Ga Reagopola water supply phase 2			1,20			1,20			
Groblersdal Luckau bulk water supply			2,56			0,85	0,85	0,85	
Legolaneng & 8 villages									
Mooihoek Scheme water supply			347,03	65,00	65,00	115,68	115,68	115,68	
ORWRDP Resource Development Infrastructure: Phase 2A: De Hoop Dam & Road realignment			2500,00	625,00	625,00	625,00	625,00		
ORWRDP Resource Development Infrastructure: Phase 2B: Flag Boshielo Mokopane pipeline			1047,00			523,00	523,50		
ORWRDP Resource Development Infrastructure: Phase 2C: De Hoop Dam to Steelpoort link			962,00			481,00	481,00		
ORWRDP Resource Development Infrastructure: Phase 2D: Second pipeline from Steelpoort to Mooihoek			418,00				139,00	139,33	
ORWRDP Resource Development Infrastructure: Phase 2E: Second pipeline to Lebalelo Scheme			154,00						

ORWRDP Resource Development Infrastructure: Phase 2F: Pipeline from Lebalelo Scheme to Olifantspoort			745			248,33	248,33		
ORWRDP Resource Development Infrastructure: Phase 2G: Second pipeline to Flag Boshielo to Mokopane			638						
ORWRDP Resource Development Infrastructure: Phase 2H: Incorporation of Lebalelo Infrastructure									
ORWRDP Resource Development Infrastructure: Phase 2I: Pipeline to Steelpoort PSS			200,00					100,00	

DEPARTMENT OF SPORT, ARTS AND CULTURE
INFRASTRUCTURE PROJECTS
PERIOD: 2008-2013

Project Name	Project Description	District	Local Municipality	Implementing Agent	Overall Budget	Implementation				
MUSEUM & HERITAGE						2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Upgrading of Museums and heritage sites	Repairing of monument at Tjate	Sekhukhune	Greater Tubatse	DSAC	10.000.00	10.000.00	0.00	0.00	0.00	0.00
LIBRARY & INFORMATION SERVICES										

Building of Community libraries	Building of Community library at Fetakgomo	Sekhukhune	Fetakgomo	DSAC	4. 369. 000.00	4. 369. 000.00	1.000.000.00	0.00	0.00	0.00
Upgrading of Community Library Buildings	Upgrading of Mapodile and Groblersdal Libraries	Sekhukhune	Greater Tubatse	DSAC	300.000.00	0.00	300.000.00	0.00	0.00	0.00
		Sekhukhune	Elias Motsoaledi	DSAC	352.550.00	352.550.00	0.00	0.00	0.00	0.00
Networking of Community Libraries	Networking of Groblersdal and library	Sekhukhune	Elias Motsoaledi	DSAC	193.800.00	193.800.00	0.00	0.00	0.00	0.00
	Marble Hall library	Sekhukhune	Marble Hall	DSAC	193.800.00	193.800.00	0.00	0.00	0.00	0.00
Maintenance of Community libraries	Maintenance of Chrístad and Mapodile	Sekhukhune	Greater Tubatse	DSAC	270.000.00	100.000.00	170.000.00	0.00	0.00	0.00
	Maintenance of GaPhaahla and Jane Furse	Sekhukhune	Makhudutha maga	DSAC	360.000.00	160.000.00	200.000.00	0.00	0.00	0.00
	Maintenance of Roosenekal	Sekhukhune	Elias Motsoaledi	DSAC	175.000.00	25.000.00	150.000.00	0.00	0.00	0.00
Library Security	Upgrading library with security at Atok	Sekhukhune	Fetakgomo	DSAC	231.420.00	0.00	231.420.00	0.00	0.00	0.00
	Upgrading library with security at Groblersdal library	Sekhukhune	Elias Motsoaledi	DSAC	203.000.00	203.000.00	0.00	0.00	0.00	0.00
	Upgrading library with security at Tubatse library	Sekhukhune	Greater Tubatse	DSAC	203.000.00	203.000.00	0.00	0.00	0.00	0.00
Arts & Culture										

Arts & Culture Centre	Maintenance of Sekhukhune Arts Centre	Sekhukhune	Makhudutha maga	DSAC	563.000.00	43.000.00	125.000.00	125.000.00	132.000.00	138.000.00
SPORTS										
Provincial Academy of Sports	Develop athletics tracks in Hlogotlou	Sekhukhune	Elias Motsoaledi	DSAC	3000.000.00	3000.000.00	0.00	0.00	0.00	0.00

DEPARTMENT: HEALTH & SOCIAL DEVELOPMENT
HEALTH INFRASTRUCTURE PROJECTS

No.		
Project Name		
Project Description		
District		
Municipality		
Implementing Agent		
Amount		
F/Y		Planning & design
Budget		
R'000		2008 /09
	2009/10	MTEF Estimates
	2010/11	
		× Coordinates
		×
Cur-rent Sta-tus		

6.	Leboeng EMS	New EMS Base Station	Sekhukhune	Greater Tubatse	PW	6.500	2006/07	560	600	5.900				Feasibility
7.	Groblersdal Hospital Mortuary	New Forensic Mortuary	Sekhukhune	Elias Motsoaledi	PW	8.800	2006/07	880	7.400	800				Design
8.	J/Furse New Nursing College		Sekhukhune	Makhudutha maga	PW	215.838	2006/07	21.584						Design
9.	Philadelpia Hospital OPD Upgrade	OPD Upgrade	Sekhukhune	Elias Motsoaledi	PW				0	0	0			Identified
10.	Elandsdorp	Clinic Upgrade	Sekhukhune	Elias Motsoaledi	PW	6,000	2007/08	600	3.467	2.403				Design

Multi – Year Integrated Infrastructure Plans
Programme 2: Road Infrastructure-RAL
Sekhukhune District-Department Maintenance Team

No	Project Name	Project Description	District	Municipality	Implementation agent	Overall Budget	Planning and Design	Period of the implementation		
	Regravel Road No. D4227	Seopela-Ga- maila	sekhukhune	Makhudutha maga	Department of Roads and transport	R5.3m	2008/09	Financial year	Budget	
								2009/2010		
								2010/2011		
								2011/2012		
								2012/2013		
								2013/2014		
						R5.3m		Budget		
								X Co-ordinates		
								Y		

7.2.2 PARASTATALS AND STATE OWNED ENTERPRISES

LIMPOPO ROAD AGENCY (PROJECTS FOR 2008/09)

539	538	537	536	535	534	347B	533	RAI_NO
D4370	D4140	D4283,D4280	D4180,D4170	D1392	D4200	D4190	D4285	ROAD NO
Phokoane to Mogaladi/Tompi Seleka	Malokela to Marulaneng	Glen Cowie to Malaka/to Vleisboom	Sefateng/Atok to Driekop/Maandagshoek to Sekiti to Crossing	Gamash to Mampuru to Tukakgomo to Makgabane	Marulaneng to Zoetvelden: Mphanama	Apel to Mmabulela/Atok (Road P33/2)	GaMatlala-GaMmela-Tsimanyane-Kromdraai.	DESCRIPTION
Upgrading (Gravel to tar)	Upgrading (Gravel to tar)	Upgrading (Gravel to tar)	Upgrading (Gravel to tar)	Upgrading (Gravel to tar)	Upgrading: Gundo Lashu	Upgrading (Gravel to tar)	Upgrading (gravel to tar)	ACTIVITY
Makhudutha maga/Marble Hall	Tubatse	Makhudutha maga	Fetakgomo/Tubatse	Fetakgomo/Tubatse	Fetakgomo/Makhudutha maga	Fetakgomo	Marble Hall	LOCAL MUNICIPALITY
Khuvutlu/African EPA	E.D Simelane/LMG	WSM Leshika	Tubatse	Tshepega	V&V	SNA	Bright Idea	CIVIL ENGINEERING CONSULTANTS
MG Sadiki	Mashiloane	MP Luvhengo	Land Survey Africa	Land Survey Africa	Rapotu	Mashiloane	Rapotu	SURVEY CONSULTANTS
Tumisho	Sesikhona	Phaki Phakanani	Wet & Dry Cleaners	Naledzi	Mbeu Mupo	Mvelo-Thlago	Lentag Intergrated	ENVIRONMENTAL CONSULTANTS

563	562	487B	561	560	559	558	557	556	555	540
Various roads	P207/1	P169/2	D856	D2535	D2534	D1695	D1547	D1399	D1261	D1948
Gundo Lashu roads	D856 to P51/1 & D2534	Steelpoort road From road P169/1 & D212 to road P33/2)	P95/1 to 207/1	P95/1 to P51/3	P207/1 & N11 to Tompi Seleka	P51/3 (Marble Hall) to Kwandebele	P51/3 to Groblersdal/ Lebowa	Groblersdal/ Moutse 3 to Groblersdal /Moutse 3	P169/2 to D212 to Mpumalang a border	Dennilton(P hiladelphia Hospital to Marble Hall
Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Upgrading (Gravel to tar)
All	Elias Motswaledi	Greater Tubatse	Elias Motswaledi	Elias Motswaledi	Greater Marble Hall	Greater Marble Hall	Elias Motswaledi	Elias Motswaledi	Greater Tubatse	Elias Motswaledi
Anathi	Kulani	UWP	Kgato	Mokete	Sekhula du Plooy	MOT	Nhlengani	Dux	TN Molefe	Makgaleng
										MCB
Go Technical	Dynamic Intergrated	Mvelo-Thlago	A.R.D.C	Thabakgolo Trading	Oresund	Mokwale	Lehlalerwa	Joy comes in the Morning	Cort & Fred	Mvelo-Thlago

PROJECTS FOR 2007/08: RAL CURRENT PROJECTS

T486	T485	T484	T464	T459	T455	T376	GL518	GL382A	Project No.
Maintenance	Maintenance	Maintenance	Maintenance	Upgrading of road (Gravel to tar)	Maintenance	Upgrading of road (Gravel to tar)	Upgrading of road (Gravel to tar)	Upgrading of road (Gravel to tar)	Activity
P116/1, P170/1	D1458,D4100	D1296,D1261	D2219/D4295 /D1547	D3600	P62/2	D4300/D4373 /d4285	D4200	D4200	Road/s
P8/2 & P8/3-Lydenburg/Tzaneen & Road P116/1-Mpumalanga	D1547 Groblersdal-F/Boshielo Dam-D1547/M/Hall	P169/2-Lydenburg/Lebowa & road P169/2-road D212 Ohrigstad	J/Furse-Nebo-Monsterlus-Motetema-Groblersdal	Elandskraal-Magatle	Monsterlus-Stoffberg	Mamphokgo-GaMatlala-Maserumule	Mphanama-Apel	Mphanama-Apel	Description
Sekhukhune	Sekhukhune	Sekhukhune	Sekhukhune	Capricorn/Sekhukhune	Sekhukhune	Sekhukhune	Sekhukhune	Sekhukhune	District
Mosomo	Tubatse	Kgato	Dombo & du Plessis	Sekhukhune & Associates	VELA VKE	Endecon Ubuntu	BKS	TSHEDZA	Consultant
C.R.C Projects	HILLARY/POLOKWANE	MOTLOKWA TRANSPORT	TSHITEMBA BRAND	Globul	KPMM	Globul	Silver solutions	Silver solutions	Contractor
9 442 679.10	24 852 000.0	7 621 172.06	6 506 143.66	90 695 926.	22 007 169.7	103 231 767	4 279 216.3	3 309 114.0	Amount
04/08/2007	24/08/2007	14/08/2007	16/08/2007	10/08/2007	21/08/2007	03/08/2007	21/08/2007	21/08/2007	Starting
31/03/2008	31/03/2008	31/03/2008	31/03/2008	10/04/2009	30/04/2008	14/04/2008	23/05/2008	23/05/2008	Completion
9.0	45.0	14.1	7.5	22.0	24.0	38.8	3.0	2.0	KM

TOTAL:	T491	T490	T488	T487
	Maintenance	Maintenance	Maintenance	Maintenance
	D198	P51/3	P169/3	P169/2, D737
	From road P51/3-end tar/Loskop Dam	End subs. Groblersdal-P62/2 Stoffberg	P33/2 – P116/1/Burgersfort-Ohrigstad	P169/1 & D212-P33/2 & road p169/2 – Mpumalanga/Burgersfort-
	Sekhukhune	Sekhukhune	Sekhukhune	Sekhukhune
	Bright Idea	DUX	ARCUS GIBB	UWP
	KPG SURFACING & CIVILS	KAULANI CIVILS	MAC P	HILLARY/POL OKWANE
326 840 869	7 406 285 .10	7 816 093 .94	10 661 040.6	25 199 543.37
	31/08/2007	23/08/2007	21/08/2007	21/08/2007
	31/03/2008	31/03/2008	31/03/2008	31/03/2008
	34.0	45.0	34.0	23.0

7.2.3 Projects wholly/partially funded by GSDM

DEPARTMENT: PLANNING AND ECONOMIC DEVELOPMENT

Core Functions

Local Economic Development
Integrated Development Planning
Spatial Planning
Land Use Management
Provision of development direction for the District

K P A	Pro- gram me	Objecti ve	Project s	Annual Key Performances Indicators/Targe ts	Key Performances Indicators/Targets Per Quarter				Budget
					Q1	Q2	Q3	Q4	
Basic Service Delivery	Town Planni ng Shared service s	To provide capacity and effective support on town planning support to all local municip alities	Finalisa- tion of the Maklere keng Tenure Upgradi ng project	Tenure upgrading process completed for the Maklerekeng community	Submis sion of the townshi p applicati on at to DFA tribunal	Surveyi ng of sites and conveya ncing	Issuing of deeds	Close out report for the project	2mil
			LUMS promulg ation & impleme ntation	Land Use Management Schemes adopted and effectively implemented at local municipality level	Promulg ation of LUMS by all local municip alities and the district	Training of town planning officials on the impleme ntation of LUMS	Implement ation of LUMS by all local municipalit ies	Monitori ng and evaluati on on the impleme ntation	
			Upgradi ng/ formaliz	Growth points formalized and upgraded in line	Status quo on the	Designs & Geo- tech	Communit y resolution	Townshi p establis	

			ation of 5 growth points	with infrastructure investment	identifie d growth points	studies for the identifie d villages/ towns	s and township establishm ent submissio n	hment process es & conveya ncing	
			Jane Furse townshi p establis hment	Facilitation of construction of GSDM office in Jane Furse	Resoluti on with the affected claimant s acquire d	Identifie d area surveye d and Geo- tech and EIA studies conduct ed	Layout plan and building plans drawn	Hand over to technica l for designs and construc tion phase	
				Provision of support on the coordination of the Jane Furse Township establishment	Particip ate in all the townshi p establis hment process as required .	Particip ate in all the townshi p establis hment process as required .	Participate in all the township establishm ent process as required.	Particip ate in all the townshi p establis hment process as required .	
			Fetakgo mo Townshi p Establis hment	Provision of support on the approved phase of the township establishment	Particip ate in all the townshi p establis hment process as required .	Particip ate in all the townshi p establis hment process as required .	Participate in all the township establishm ent process as required.	Particip ate in all the townshi p establis hment process as required .	
			General provisio	Town planning technical support	Status quo	Provide town	Provide town	Evaluati on and	

			n of town planning technical support to local municipalities	for all local municipalities on request.	report on areas of support	planning technical support to local municipalities on request.	planning technical support to local municipalities on request.	report on progress and impact made per local municipality.	
			Review of Spatial Development Framework (SDF)	Spatial Development Framework reviewed and adopted by Council	First SDF draft	Consultation and finalisation of the draft SDF	Consultation and finalisation of the draft SDF	Adoption and implementation	
Municipal Transformation and Organisational Development	Integrated Development Planning	To ensure and provide to coordinated system of intergovernmental planning and alignment	2009/10 IDP/Budget review for the District	2009/10 IDP/Budget developed and adopted by Council	Development and adoption of the IDP framework as well as the IDP/Budget process plan	Roll out of the IDP/Budget process	Draft IDP/Budget Consultations on the draft IDP/Budget	IDP/Budget adoption	250,000
			Geographic Information System (GIS)	Established and fully functional GIS	User requirement study conducted	Capturing of data and integration of all sector plans in the system	Capacity building for users.	Development of Corporate GIS	200,000

					Institutional software installed	GIS institutional regulations and policies, strategies developed		Roll out of support to local municipalities	
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K P A	Pro-gramme	Objective	Projects	Annual Key Performances Indicators/Targets	Key Performances Indicators/Targets Per Quarter				Budget
					Q1	Q2	Q3	Q4	
Local Economic Development	Mining Beneficiation	To optimise the job multiplier effect of increased platinum mining in the district by adding value to platinum and related metals	Jewelry incubator	1. Well equipped and operational workshop 2. Highly trained jewelry crafts persons 3. Secured supply of raw materials and markets					500,000
	Farmers support	Provide support to emerging farmers to increase their output, add	Chicken Abattoir	Complete and operational abattoir					2mil
			Goat production	50 emergent farmers per local municipality with production stock level of 200 each					

Local Economic Development			Market access, and compliance with South African Bureau of Standards / accreditation	1. Secured markets 2. Production contracts 3. Products accredited by the SABS for food safety					500,000
	Logistics hub		Citrus and grape mentorship	10x3 locals emergent farmers under the programme					
	SMME support	Enhance the competitiveness of traders and retailers by enabling them to pool their buying power, obtain discounts from wholesalers and increase the national domestic	Retail and trade competitiveness	Increased revenue of retailers; sustained jobs and growth in the retail sector					300,000

		product							
Local Economic Development	Contractors support	Increase the district input to the national domestic product by enabling district based and owned contractors to comply with construction legislation and secure work	CIDB grading	5 emergent contractors per local municipality locals emergent contractors from the district with C3 grading					700,000
	Agro processing	Provide infrastructural support for products that have economics of scale	Leverage investment into agro processing						500,000
	Tjate Heritage Site Development	Preserve national heritage and provide required infrastructure to support tourism	Built the heritage site as per approved development plan						2mil

Local Economic Development	Manchi Masemola cluster	Develop a heritage site development management plan for consideration by SAHRA	Develop a heritage site plan and related attractions plans						1mil
	Flag Boshielo	Development of investor prospectus for development	Appoint bidders to invest in Flag Boshielo dam						200,000
	Schuinsdraai	Support the development of the Matlala community camp	Built a community camp						
	De Hoop Dam	Develop a master-plan and an environmental management plan	Appoint bidders to invest in De Hoop dam						500,000
	Sekhukhune Tourism Route	Promote the establishment of tourism route within							200,000

		the district							
	Marketing: District	Market the district to promote it to tourists and expose investment opportunities to investors	Promotion of destination and investment opportunities						500,000
	LED Agency	Undertake public consultations on SEDA by-law	Gazette SEDA by-law						1mil

Good Governance and Public Participation	Intergovernmental Relations	To fully implement the District wide Intergovernmental Relations Protocol Framework	Coordination of Economic Cluster activities, Planning & LED Forums and departmental meetings	Implementation of decisions and resolutions taken in the meetings held	Review and adoption of schedules of meetings	IGR meetings conducted according to schedule; implementation of resolutions and tasks undertaken	IGR meetings conducted according to schedule; implementation of resolutions and tasks undertaken	IGR meetings conducted according to schedule; implementation of resolutions and tasks undertaken	50,000

DEPARTMENT: MUNICIPAL MANAGER

Core Functions

- ❖ Manage overall service delivery
- ❖ Manage financial services
- ❖ Manage support services

K P A	Progra mme	Objective	Projects	Annual Key Performances Indicators/Tar gets	Key Performances Indicators/Targets Per Quarter				Budget
					Q1	Q2	Q3	Q4	
Municipal Transformation and Organisational Development	Knowledge Management	To ensure functionality of the established district knowledge management centre aimed at enhancing capacity building in the district	Development of a Cataloguing System	Cataloguing System in place	Appointment of a service provider to install the system	Designs for the proposed system	Installation and implementation of the system	Monitoring and evaluation of the system	100,000
			Development of Knowledge Management strategy	Knowledge Management strategy developed and implemented	Appointment of a service provider	First draft in place	Final draft	Implementation of the strategy	500,000
			Development of DM/LMs' sectoral planning interface case study	DM/LMs' sectoral planning interface case study in place (improved alignment and integration of among all spheres	Appointment of a service provider	First draft in place	Final draft		300,000

			Development of database of studies conducted in the district.						
Municipal Transformation and Organisational Development			Classification of information	Manual on access of information	Design of the classification manual	Draft Manual	Completion and implementation of the manual		600,000
	Integrated Sustainable Rural Development Programme (ISRDP)		Coordination ISRDP activities	Cabinet Lekgotla reports	Coordination of information for the quarterly progress reports	Submission of the report	Coordination of information for the quarterly progress reports	Report approved and submitted	Nil
	Project Consolidate		Presidential visit action plan	Progress reports and update on the resolutions	Drafting of reports required	Drafting of reports required	Drafting of reports required	Drafting of reports required	Nil
			Coordination of municipal reports	Increased capacity for monitoring and evaluation	Drafting of reports required	Drafting of reports required	Drafting of reports required	Drafting of reports required	

	Internal Audit	To provide independent and objective assurance services to GSDM Add value and assist to improve GSDM operations	Internal Audit	For quarterly internal audit report Internal audit methodology Internal audit plan Internal audit charter	Internal audit report for first intervention	Internal audit report for second intervention	Internal audit for third intervention	Internal audit for fourth intervention Internal audit plan for 09/10 Internal audit charter 09/10 Internal audit methodology	100,000
	Risk management		Anti-Fraud and corruption						700,000
			Physical security						
			Business continuity						
	External Audit		External Audit						2,6mil
	Audit Committee		Performance Audit Committee						300,000

DEPARTMENT: OFFICE OF THE MAYOR

Core Functions
Public Participation
Mayoral Support
Special Programmes (youth, women, aged, children and disabled)

K P A	Progr amm e	Objective	Projects	Annual Key Performance Indicators/Targets	Key Performances Indicators/Targets Per Quarter				Budget
					Q1	Q2	Q3	Q4	

K P A	Progr amm e	Objective	Projects	Annual Key Performance Indicators/Targets	Key Performances Indicators/Targets Per Quarter				Budget
					Q1	Q2	Q3	Q4	
Good Governance and Public Participation	Advocacy	To provide support and advocacy special focus groups and ensuring that are mainstreamed in all the municipal programmes.	Youth Development	Youth advocacy programmes rolled out during the year. Youth advisory centers fully functional On going Youth development initiatives	Youth Tourism Indaba. Revival and capacity building for Youth Councils. Participate & respond to provincial & national youth initiatives. Forge strategic partnerships with private sector & government departments on youth development. Adopt Mayoral support programmes on youth matters.	On-going	Conduct 05 workshops for Local Youth Councils on the DPLG Policy on Youth.	Develop and Implement Youth month calendar.	500,000

K P A	Progr amm e	Objective	Projects	Annual Key Performance Indicators/Targets	Key Performances Indicators/Targets Per Quarter				Budget
					Q1	Q2	Q3	Q4	
			Disabled Support	Disabled Persons advocacy programmes are rolled out. Disability Forums reviewed and inducted	Deaf Awareness Campaign . Capacity building for Local Forums. Develop and Implement calendar month for Disabled Persons.	International Day for Disabled person celebration. District Skills Development Seminar.	Disabled person's literacy day for people. Data collection & training of disabled people with cooperatives.	Disabled sports- day talent search	300,000
			Women development	Women's advocacy program rolled out. Gender Forum fully functional	Develop and implement Women's Month Calendar. Establish Gender Forums in Local Municipalities.	16 days of activism on women and child abuse. Road show on Women's rights.	Women in Local Government Summit.	Data collection, mentoring and inducting of women owned co operatives.	400,000
			Aged Care	Aged Persons advocacy program rolled out	Develop Policy on Elder Persons. Establish Local for the Aged.	Develop and implement Sporting and Recreation programme.	Capacity for forums for persons. Executive Mayor's visit to the Aged in the villages of the District	On going.	200,000

K P A	Progr amm e	Objective	Projects	Annual Key Performance Indicators/Targets	Key Performances Indicators/Targets Per Quarter				Budget
					Q1	Q2	Q3	Q4	
			Children care	Children's advocacy programme are rolled out	Launching of children's rights advisory council. Capacity building of advisory councils Children's Rights Essay/ Art work competition. Finalization and adoption of GSDM Children Policy.	Awareness campaign on children's Rights and Sexual Abuse. Children & HIV-AIDS.	Right to education and social security road show.	Take-A-Girl-Child-To-Work campaign.	500,000
			Moral Regeneration Movement (MRM)	MRM advocacy program rolled out	Workshop all MRM structures. Strengthen MRM networks in five local municipalities.	Reinforces and streamlines municipal MRM programmes and activities. Support 16 days of activism.	On-going. Facilitate dialogues between diverse sectors, traditional and other faith based organizations' leadership.	On-going. Support Youth Month calendar on MRM related issues.	400,000
	Geographic	To redress the historical	Strengthen and fast	Geographic Names Committee	Conduct names	Convene District-	Prepare and call	Develop and Submit	800,000

K P A	Progr amm e	Objective	Projects	Annual Key Performance Indicators/Targets	Key Performances Indicators/Targets Per Quarter				Budget
					Q1	Q2	Q3	Q4	
	Name s	imbalances through changing of names associated with colonial past	tracking of the Geographic Names Changing processes in the all local municipalitie s	established, functional and strengthened Names changing process initiated and completed successfully	change consultatio ns and publicity programm es.	wide road shows on GNCC programm es. Implement a calendar of consultativ e forums with all affected stakehold ers and communiti es.	for proposals on possible names changes as per legislation. Document , publish and consult on proposed names.	proposals to the PGNCC and the DAC	
	Public Partici pation	To ensure effective participation and involvement of communities in matters of governance.	Implementati on of the public participation policy.	Effective involvement and participation of all community structures in the matters of the municipality					Nil
	Ward Com mittee s suppo rt and functi onalit y	To ensure that ward committees are capacitated and functional	Re- Launching of ward Committees	All Ward Committees re- launched as per legislation	Assess and profile the work of Ward Committe es. Provide support administra tive for Ward Committe e. Capacity	Conduct capacity building programm es for Ward Committe es		Monitoring & evaluation on the functionality of ward committees	4,000,0 00

K P A	Progr amm e	Objective	Projects	Annual Key Performance Indicators/Targets	Key Performances Indicators/Targets Per Quarter				Budget
					Q1	Q2	Q3	Q4	
					building for Ward Committe es.				
			District Ward Committees Conference	District Ward Committees Consultative Conference held Successfully		Coordinat e the activities leading to Ward Committe e Conferenc e	Ward committee conferenc e report		
			Financial and administrativ e support to Ward Committees	All Ward Committees Members provided with incentives as per adopted policy All ward committees provided with administrative support	Monitoring and evaluation of the implement ation of the incentive policy as well as the support provided to ward committee s	Ongoing	Ongoing	Ongoing	
	Traditi onal Leade rship suppo rt	To provide support for traditional leaders and strengthen their relations with the municipality	Capacity Building and support for Traditional Leaders	At least Two (2) capacity building workshops held annually Traditional Leaders exchange programme.	Capacity building for Traditional leaders	On-going	On-going	On-going	1, 200 000.00
	Mayor al	To provide support to	Mayoral Relief	Relief offered to the needy families in	On-going	On-going	On-going	On-going	300 000.00

K P A	Progr amm e	Objective	Projects	Annual Key Performance Indicators/Targets	Key Performances Indicators/Targets Per Quarter				Budget
					Q1	Q2	Q3	Q4	
	Relief Fund	needy families within the district		case of disaster and as and when necessary.					
	IGR	To fully implement the District wide Intergovernme ntal Relations Protocol Framework	Maintenance of established district Forums	IGR protocol framework implemented	Ongoing	Ongoing	Ongoing	Ongoing	50 000
HIV/AIDS	To reduc e the impac t of HIV/A IDS on comm unitie s within the distric t	Implementatio n of HIV/AIDS strategy. Roll out of HIV/AIDS awareness programmes	Funding and piloting of two NPOs dealing with the disease	Coordinate the Piloting of NPOs	Coordinat e the Piloting of NPOs	Coordinat e the Piloting of NPOs	Coordinat e the Piloting of NPOs	R500,000	
			Income generating projects	Ongoing	Ongoing	Ongoing	Ongoing		
			World AIDS Day celebrated			Coordinati on of the World AIDS day			
			STI and Condom week celebration				Coordinati on of the condom week celebratio n		
			Candle Light celebration			Coordinati on of			

K P A	Progr amm e	Objective	Projects	Annual Key Performance Indicators/Targets	Key Performances Indicators/Targets Per Quarter				Budget
					Q1	Q2	Q3	Q4	
						candle light celebratio n			
			HIV/AIDS awareness campaigns for the municipal officials	Ongoing facilitation of awareness campaigns	Ongoing facilitation of awarenes s campaign s	Ongoing facilitation of awarenes s campaign s	Ongoing facilitation of awarenes s campaign s	Nil	

DEPARTMENT: COMMUNICATION

Core Functions
Communications
Executive Mayor's Community Outreach

KP A	Programme	Objectives	Project	Annual Key Performances Indicators/Targets	Q1	Q2	Q3	Q4	Budget
Good Governance and Public Participation	Publications	To ensure improved communication with external stakeholders	Production of external newsletters	Four issues per year	Ongoing	Ongoing	Ongoing	Ongoing	R600 000
		To ensure improved communication with internal stakeholders	Production of internal newsletter	Twelve issues per year	Ongoing	Ongoing	Ongoing	Ongoing	R65 000
		To ensure improved communication with stakeholders	Production of special newsletters	Six issues per year	Ongoing	Ongoing	Ongoing	Ongoing	R200 000
			Review and implementation of the communication strategy	Communication strategy reviewed and implemented	Appointment processes	Draft strategy	Consultations and adoption of the strategy	Implementation of the reviewed strategy	15,000
	Publicity	To ensure better communication strategies with all stakeholders	Roll-out the publicity programme	Run continuous publicity activities	Ongoing	Ongoing	Ongoing	ongoing	R500 000
Good Governance and Public Participation	Community Media	To support community media through continued networking activities and maximum use of radio stations and local community newspapers operating in GSDM	Provide support to community media	Strong relations and support for community media established	Ongoing	Ongoing	Ongoing	Ongoing	R160 000
	Media Relations	To interact with media houses and journalists and strengthen networking	Establish relations with media	Strong relations with media institutions and journalists	Ongoing	Ongoing	Ongoing	Ongoing	R50 000

KP A	Programme	Objectives	Project	Annual Key Performances Indicators/Targets	Q1	Q2	Q3	Q4	Budget
		activities							
	Events Management	To ensure well coordination and management of all GSDM events	Development of the events management strategy	Events management strategy developed and implemented	Appointment processes conducted	Draft strategy	Consultations and final draft	Implementation of the strategy	200,000
	Community outreach programmes/ Imbizo	To ensure a structured community outreach by mayoral committee	Coordinate and facilitate mayoral outreach programmes and other outreaches within the district	Communities having active interaction with the mayoral committee	Mayoral outreach in Fetakgomo	Mayoral outreach in GTM	Mayoral outreach in EMLM	Mayoral outreach in MKM and GMHM	R1 mil
	Heritage Celebrations	To stage and support all declared heritage sites	Coordinate Heritage celebrations within the District	Have successful celebrations in all declared heritage sites	Tjate Heritage Celebration	Nyabela Day	Mampuru Nyabela	Sekhukhune Revolt/uprising	R1,5 mil
	SODA	State of the District Address to be delivered to provide and deliver council policy statement of the year	Coordinate SODA event	Communities addressed to the SODA			SODA presented to the residents of Sekhukhune		R250 000
Good Governance and Public Participation	International Relations	To enhance relations with local and international municipalities	Visitations to or reception of identified local or international municipalities	Partnership agreements with identified municipalities	Ongoing	Ongoing	Ongoing	Ongoing	500,000
	Civic courtesy / Reception Services	To treat all distinguished guests coming to the district to be well received	Provide effective reception services for distinguished	Guests received and treated to the warm reception of Sekhukhune	Ongoing	Ongoing	Ongoing	Ongoing	300,000

KP A	Programme	Objectives	Project	Annual Key Performances Indicators/Targets	Q1	Q2	Q3	Q4	Budget
			shed guests and other dignitaries into GSDM						
			Provide effective civic courtesy for national and international dignitaries	Guests received and treated to the warm reception of Sekhukhune	Ongoing	Ongoing	Ongoing	Ongoing	
	IGR	To fully implement the District wide Intergovernmental Relations Protocol Framework	Maintenance of established district Forums	IGR protocol framework implemented	Ongoing	Ongoing	Ongoing	Ongoing	R100 000

DEPARTMENT: COMMUNITY SERVICES

Core Functions
 Environmental Health Services
 Fire fighting and Disaster Management
 Sport, Arts & Culture programmes
 Safety & Security programmes
 Social development programmes

K P A	Progra mme	Objective s	Project s	Annual Key Performanc es Indicators/T argets	Key Performances Indicators/Targets Per Quarter				Budget ® (2008/09)
					Q1	Q2	Q3	Q4	
Environment, Health and Social Services									
Basic Service Delivery	Environ mental Manage ment	To manage and protect the environme nt ensuring a sustainabl e habitable environme nt for all.	Finalisat ion of Air Quality Manage ment plan	Implementati on of the Air Quality Managemen t Plan recommend ations in Tubatse.	Noise and air quality managemen t and monitoring				
			Control and preventi on of chemica l risks to humans and land	Reduced risks of chemicals on humans and environment	Developmen t of a monitoring tool	Monitori ng and evaluati on of chemica l risks to humans and land	Conduct aware ness progr amme s to the public	Evaluati on and monitori ng on the control initiative s	
			Food safety	Increased awareness	Ongoing awareness	Ongoing awaren	Ongoi ng	Ongoing awaren	

K P A	Progra mme	Objective s	Project s	Annual Key Performanc es Indicators/T argets	Key Performances Indicators/Targets Per Quarter				Budget ® (2008/09)
					Q1	Q2	Q3	Q4	
			control and awareness	on the food safety and control	programmes and workshops on food safety & control	ess program mes and worksho ps on food safety & control	aware ness progr amme s and works hops on food safety & contro l	ess program mes and worksho ps on food safety & control	
			Conduct ing awareness on land and soil pollution control/ preventi on	Land and soil pollution control by- laws in place	Ongoing awareness programmes and workshops on land and soil pollution	Ongoing awareness program mes and worksho ps on land and soil pollution	Ongoing awareness program mes and worksho ps on land and soil polluti on	Ongoing awareness program mes and worksho ps on land and soil pollution	
			Talafats a Sekhuk hune (Sekhuk hune Greenin	Trees planted in the 5 schools per local municipality	Identification of schools and development of the greening programme	Implem entation of the greenin g program mes	Ongoing	Ongoing	12,000

K P A	Progra mme	Objective s	Project s	Annual Key Performanc es Indicators/T argets	Key Performances Indicators/Targets Per Quarter				Budget ® (2008/09)
					Q1	Q2	Q3	Q4	
			g)						
			Celebrat ion of National calenda r days on environ ment.	Environment al calendar days celebrated as follows: -Wetland day (Feb) -World environment day (June) -Arbor week (March) -Water week (March) -World Ozone day (Sept)	Ongoing	Ongoing	Ongoing	Ongoing	
			Establis hment of Environ Clubs and conducti ng educatio nal program mes on greenin	Environ Clubs established and Educational brochures & posters produced	Ongoing	Ongoing	Ongoing	Ongoing	Nil

K P A	Progra mme	Objective s	Project s	Annual Key Performanc es Indicators/T argets	Key Performances Indicators/Targets Per Quarter				Budget ® (2008/09)
					Q1	Q2	Q3	Q4	
			g of areas						
			Water Quality monitori ng	Samples of water taken to assess and monitor its quality	Ongoing monitoring especially during rainy seasons	Ongoing monitori ng especial ly during rainy seasons	Ongoi ng monit oring espec ially during rainy seaso ns	Ongoing monitori ng especial ly during rainy seasons	
			Health Surveill ance of Premise s (By- law)	Number of facilities evaluated and recommend ations/educa tion imparted.	On going and when requested.	On going and when request ed.	On going and when reque sted.	On going and when request ed.	400,000
Basic Service Delivery	Integrat ed Waste Manage ment	To ensure complianc e to environme ntal legislation s and promote sustainabl e clean and safe environme nt	Facilitati on of establis hment and licensin g of Landfill sites	Landfill sites in Fetakgomo and Groblersdal permitted. Regional landfill site identified and permitted	Acquiring of permits for the Fetakgomo and Groblersdal landfill sites	Site identific ation for the establis hment of the regional landfill site	EIA studie s condu cted for the landfil l sites to be establ ished.		
			Communi ty	2 CWDC created	Identification of sites for	Facilitat e the	Facilit ate	Facilitat e the	600,000 (Fetakgom

K P A	Progra mme	Objective s	Project s	Annual Key Performanc es Indicators/T argets	Key Performances Indicators/Targets Per Quarter				Budget ® (2008/09)
					Q1	Q2	Q3	Q4	
			Waste Disposal Centres (CWDC)		CWDC in Fetakgomo and (Hlogotlou) Elias Motsoaledi	develop ment of CWDC	the devel opme nt of CWD C	develop ment of CWDC	o)
	Cemete ries	To have efficient and improved cemeterie s	Upgradi ng of existing cemeter ies Establis hment /siting of new cemeter ies.	Cemeteries upgraded. Environment al Impact Assessment s for new sites conducted.	Coordinate the establishme nt and upgrading of cemeteries	Coordin ate the establis hment and upgradi ng of cemeter ies	Coord inate the establi shme nt and upgra ding of cemet eries	Coordin ate the establis hment and upgradi ng of cemeter ies	400,000
	District Health Service s	To facilitate and coordinate municipal health services within the district	Provisio n of support and strengthen ing of the District Health Council	District Health Council activities coordinated Non-Council members provided with stipends	Forge partnerships with various stakeholders to enhance health care to communities	Conduct meeting s and worksho ps on council' s activitie s.	Ongoi ng	Ongoing	
Emergency Services and Disaster Management									

K P A	Progra mme	Objective s	Project s	Annual Key Performanc es Indicators/T argets	Key Performances Indicators/Targets Per Quarter				Budget ® (2008/09)
					Q1	Q2	Q3	Q4	
Basic Service Delivery	Disaster Manage ment	To prevent and mitigate disasters within activities. To create a culture of disaster managem ent amongst all residents within the district	Conduct awareness and training on disaster issues	Reduced disaster incidents. Public education on fire fighting and prevention.					100,000
			Disaster Relief	Relief materials provided to the victims of disasters as and when they occur.	Ongoing support to disaster victims	Ongoing support to disaster victims	Ongoing support to disaster victims	Ongoing support to disaster victims	500,000
	Fire & Rescue Services	To protect life, property and environment against fire	Operationalisation of fire stations in Tubatse and Grobler sdal	Ensure compliance with Disaster Management Act and other relevant legislations.	Fire stations fully equipped and functional				
			Facilitate the establishment of fire stations in Fetakgo	Sites for fire stations acquired and building plans approved.	Facilitate the drawing and approval of building plans				

K P A	Progra mme	Objective s	Project s	Annual Key Performanc es Indicators/T argets	Key Performances Indicators/Targets Per Quarter				Budget ® (2008/09)
					Q1	Q2	Q3	Q4	
			mo and Marble Hall						
	Emerge ncy Custom er Care services	To ensure prompt response to all emergenci es	Mainten ance and monitori ng of the custome r care through the emerge ncy toll free number	Improved communicati on incident reporting	Ongoing maintenance of the customer care and keep track of all incidents reported	Ongoing mainten ance of the custome r care and keep track of all incident s reported	Ongoi ng maint enanc e of the custo mer care and keep track of all incide nts report ed	Ongoing mainten ance of the custome r care and keep track of all incident s reported	
	Special emerge ncy operatio ns	To ensure effective participati on in special emergenc y operation within the district	Particip ation in Arrive Alive Campai gns	Participation in annual national arrive alive campaigns	Coordination arrive alive campaigns within the district	Coordin ation arrive alive campai gns within the district	Coord inatio n arrive alive camp aigns within the distric t	Coordin ation arrive alive campai gns within the district	300,000
Sports, arts and culture									

K P A	Progra mme	Objective s	Project s	Annual Key Performanc es Indicators/T argets	Key Performances Indicators/Targets Per Quarter				Budget ® (2008/09)
					Q1	Q2	Q3	Q4	
	Sports advance ment and promoti on	To promote participati on in sports activities within the district	Coordin ation of Executiv e Mayor's Maratho n	5km & 21km Executive Mayor's marathon coordinated and held.	Preparations for the marathon undertaken				300,000
			Coordin ation of Executiv e Mayor's cup	Mayor's cup held with the following codes: Netball, males and women soccer, rugby, golf, softball and table tennis	Preparatory committee meetings organized	District Mayor's cup held in Hlogotlo u			
			Organis ation of district staff sporting activitie s	District staff involved in netball as well as males and female soccer sporting codes.					Nil

K P A	Progra mme	Objective s	Project s	Annual Key Performanc es Indicators/T argets	Key Performances Indicators/Targets Per Quarter				Budget ® (2008/09)
					Q1	Q2	Q3	Q4	
			Particip ation in the OR Tambo games and mass participa tion program mes	Participated in the OR Tambo games, club development , and mass participation programmes	Engage in club development programme	Particip ation in the national O.R. Tambo games	Ongoi ng mass partici pation		
	Capacit y building in Sports and recreati on	To develop qualified coaches, referees and umpires within the district	Coordin ation of capacity building program mes in sports and recreati on	Capacity building workshops on level zero for netball and soccer organized	Coordinate and host level one capacity building for soccer in coaching and referring	Coordin ate and host level one capacity building for soccer in coachin g and referring			50,000
	Arts and Culture	To increase awarenes s in art and culture matters	Promoti on of arts and culture matters	Arts and culture activities coordinated	Arrange preparatory committee meetings for district cultural show.	District cultural show held	Prom otion of crafte rs and desig ners	Promoti on of artists	100,000
			Coordin ation of Miss Sekhuk	Beauty pageant held					50,000

K P A	Progra mme	Objective s	Project s	Annual Key Performanc es Indicators/T argets	Key Performances Indicators/Targets Per Quarter				Budget ® (2008/09)
					Q1	Q2	Q3	Q4	
			hune beauty pageant						
	Sports, Arts and Culture council	To improve institutional support for sports, arts and culture	Coordin ation of the sports, arts and culture council	Sports, arts and culture councils established Cultural indaba	Coordinate sports, arts and culture indaba		Coord ination two meetings for sport and recreation council	Coordin ation of council meetings in local municip alities	50,000
			Facilitat e the develop ment of a regional stadium	Site identified and Feasibility studies conducted					100,000
	Crime Preventi on			Strategy developed.					

DEPARTMENT: SECRETARIAT, ADMINISTRATION & INFORMATION TECHNOLOGY

Core Functions
 Provision of high-quality administrative support services to political and administrative structures
 Coordination of IGR structures
 Provision of Registry Services
 Information Technology Support

Information Technology									
K P A	Programme	Objective	Projects	Annual Key Performance Indicators /Targets	Key Performances Indicators/Targets Per Quarter				Budget
					Q1	Q2	Q3	Q4	
Municipal Transformation and Organisational Development	Information and Communication technology	To provide effective and reliable ICT services within the district municipality as well as local municipalities	District IT shared services	IT support provided to local municipalities on request.	District IT forum resuscitated.	Status quo report compiled.	IT support provided to all local municipalities on request	Monitoring and evaluation	400,000
			Software management and maintenance	Fully functional and reliable software	Status quo report on the available software	Regular check-ups and maintenance of the software	Regular check-ups and maintenance of the software	Regular check-ups and maintenance of the software	200,000
			Software license	All software licenses renewed timeously	Renewal and review of all licensing contracts	Licenses obtained and managed	Ongoing	Ongoing	420,000

			Lease of Internet Service Provider and Data lines	Consistent network connectivity	Monitoring & maintenance of network	Monitoring & maintenance of network	Monitoring & maintenance of network	Monitoring & maintenance of network	500,000
Municipal Transformation and Organisational Development	Information and Communication technology		Network maintenance	Consistent network connectivity	Network regular check-ups and maintenance	Network regular check-ups and maintenance	Network regular check-ups and maintenance	Network regular check-ups and maintenance	100,000
			Upgrading of Wireless connections	Improved wireless connectivity	Monitoring & evaluation report on the existing wireless network	Wireless network connection upgrade	Monitoring and implementation	Monitoring and implementation	400,000
			Computer consumables	All required IT consumables available to the users	Status quo report on required consumables	Ongoing procurement of consumables as required	Ongoing procurement of consumables as required	Ongoing procurement of consumables as required	300,000
			Computer cabling & repairs	Cabling and repairing of computers done as required	Cabling and repair of computers as per lodged call	Cabling and repair of computers as per lodged call	Cabling and repair of computers as per lodged call	Cabling and repair of computers as per lodged call	150,000

			Gap Analysis project: Phase 3 to 6	Gap analysis completed					800,000
Municipal Transformation and Organisational Development	Information and Communication technology	To ensure continuous management and maintenance of all software for all institutional departments	Operationalisation and maintenance of the following institutional systems: GIS MunSoft Supplier database system DIMS Mun-Admin GSDM website	Fully functional institutional systems	Ongoing	Ongoing	Ongoing	Ongoing	
	IT Disaster Recovery	To ensure that the institutional information/data is secured and backed up.	Development & implementation of Disaster Recovery Plan	Disaster Recovery strategy developed and implemented.	Appointment of the service provider for the development of the strategy	Draft strategy in place	Consultation on and adoption of the draft strategy	Implementation of the strategy	100,000

			Data Management and backup	Off-side & on-side back-up conducted	Regular back-ups conducted	Regular back-ups conducted	Regular back-ups conducted	Regular back-ups conducted	300,000
Secretariat and administration services and legal services									
Good Governance and Public Participation	Coordinati on of IGR structures and Council activities	To coordinate and provide secretariat services to all council structures of the district	Provisio n of secretar iat to Council structur es	Effective and efficient secretariat services provided to Council structures (i.e. portfolio committee s, mayoral committee s, and council meetings)	Review and adoptio n of schedul es of meeting	Meeting s of all Council structur es conduct ed accordin g to schedul e of meeting s	Meetings of all Council structures conducted according to schedule of meetings	Meetin gs of all Council structur es conduct ed accordi ng to schedul e of meetin gs	150,000
			Coordin ation of IGR activitie s to GSDM IGR Clusters	IGR structures functional and consistent in meetings and tasks (Mayors Forum, Speakers Forum, Municipal Managers Forum, Cluster meetings and managem	Review and adoptio n of schedul es of meeting	IGR meeting s conduct ed accordin g to schedul es; impleme ntation of resolutio ns and tasks underta ken	IGR meetings conducted according to schedules; implement ation of resolutions and tasks undertaken	Implem entatio n of the system	100,000

				ent meetings)					
Municipal Transformation and Organisational Development	Registry Services	Establishment of the Registry office/counter	Establishment of a fully fledged registry office/counter	Registry office established and equipped					100,000
		Improvement of registry and archive systems	Improved and functional registry services		Compliance with national archives and ensure security of the registry office				
		Legal Services	Legal Contracts (Ongoing)						600,000
			Municipal by laws (Ongoing)						
			Legal Support (Ongoing)						
			Court Applications (Ongoing)						

DEPARTMENT: HUMAN RESOURCE

Core Functions
Human Resource Management
Skills Development
Occupational Health Safety

K P A	Programme	Objective	Projects	Annual Key Performances Indicators/Tar gets	Key Performances Indicators/Targets Per Quarter				Budget
					Q1	Q2	Q3	Q4	
Municipal Transformation and organisational Development	Training and skills development	To make education accessible to community members	Provision of study assistance to GSDM staff and communities	Bursaries allocated to qualifying staff and communities	Advertise to invite interested applicants	Processing of received applications	Allocation of bursaries to qualifying applicants	Monitor the performance of people allocated with bursaries	2,300 000
			Internship programme	Interns placed	Advertisements for internship	Selection and appointment of interns	Allocation of interns to relevant departments	Monitoring and evaluation	100,000
			Experiential learning						
			Implementation of Work Skills	Work Skills plan reviewed and	Coordination and submission	Ongoing referral	Ongoing referral	Ongoing referral	1mil

K P A	Programme	Objective	Projects	Annual Key Performances Indicators/Tar gets	Key Performances Indicators/Targets Per Quarter				Budget
					Q1	Q2	Q3	Q4	
			Developme nt Plan	submitted to LGSETA	on of skills audit forms to the develop ment of the plan	of GSDM officials to training s in line with the Work Skills Develo pment plan	of GSDM officials to training s in line with the Work Skills Develo pment plan	of GSDM officials to training s in line with the Work Skills Develo pment plan	
	Recruitmen t and selection	To fill all vacant posts on the organogram s	Recruitmen t and selection processes	All vacant posts filled	Conduct recruitme nt and selection processe s as and when required	Condu ct recruit ment and selectio n proces ses as and when require d	Condu ct recruit ment and selectio n proces ses as and when require d	Condu ct recruit ment and selectio n proces ses as and when require d	Nil
	Systems and policy developme nt (Standardiz ation of	To create similar conditions of service in the institutions	Conducting research studies on the standardiza tion of	Report with recommendat ion produced	Develop ment of terms of reference	Data collecti on	Analysi s and report	Recom mendat ions	100, 000

K P A	Programme	Objective	Projects	Annual Key Performances Indicators/Tar gets	Key Performances Indicators/Targets Per Quarter				Budget
					Q1	Q2	Q3	Q4	
	conditions of service)		services						
			Review and implementa tion of policies	All identified policies reviewed and implemented	Roll out of the review process	Review proces s	Draft policies and consult ations	Adoptio n	
	Occupation al Health and Safety (OHS)	To ensure compliance of Occupation al Health and Safety legislations in a workplace.	Assessmen t of all buildings	Assessment report produced	Assessm ent conducte d	Draft report	Final report	Improv ement of Occup ational Health safety.	300,000
	Employeme nt Assistance Programm e	To ensure the well being of employees	Referral awareness conducted	Number of referrals indicated. Improved performance on duties and responsibilitie s by employees	Identificat ion of employe es requiring referrals	10% of employ ees referre d	20% of employ ees referre d	30% of employ ees referre d	
	Intergovern mental Relations	To fully implement the District wide Intergovernm	Coordinatio n of G&A cluster activities and	Implementa tion of decisions and resolutions	Review and adoption of schedule	IGR meetin gs conduc ted	IGR meetin gs conduc ted	IGR meetin gs conduc ted	50,000

K P A	Programme	Objective	Projects	Annual Key Performances Indicators/Tar gets	Key Performances Indicators/Targets Per Quarter				Budget
					Q1	Q2	Q3	Q4	
		ental Relations Protocol Framework	department al meetings	taken in the meetings held	s of meeting	accordi ng to schedu les; implem entatio n of resoluti ons and tasks underta ken	accordi ng to schedu les; implem entatio n of resoluti ons and tasks underta ken	accordi ng to schedu les; implem entatio n of resoluti ons and tasks underta ken	
	Organisatio nal Developme nt		Organisatio nal structure						100, 000
			Culture Survey						
			Change Manageme nt						
			Process Improveme nt						
			Job evaluation						

DEPARTMENT: STRATEGIC MANAGEMENT

Core Functions
Performance Management
Organisational Development
Audit Functions
Reporting, Monitoring & evaluation

KP A	Object ive	Programme	Projects	Annual Key Performance s Indicators/Tar gets	Key Performances Indicators/Targets Per Quarter				Budget
					Q1	Q2	Q3	Q4	
		Monitoring and Evaluation	Performance Agreements for section 57 Managers						500,000
			Performance Agreements for Assistant Managers						
			Performance Commitments for level 4- 6 downwards						
			Electronic PMS						
			DIMS (Project Management)						
			Statutory Reporting						
			Institutional Quarterly performance						

			review						
			Business Planning						
			Program of action for 5 year LG Strategic Agenda						
			Individual Performance review/appraisals						
			Institutional performance review/appraisal						
			Mayor's Excellence Awards						
			Vuna Awards						
		Municipal Support	Diagnostic Study (2008/09)						1,5 Million
			Monitoring and Evaluation- Ongoing						
		Customer care	Functional Help desk (Ongoing)						1,2mil
			Call Centre						
			Customer Satisfaction Survey (Ongoing)						
			Compliance to Legislation						

			(ongoing)						
			Functional Customer Care (Ongoing)						
		Horizontal Learning	City of Johannesburg						
			Amathole District Municipality						
			Cape Winelands District Municipality						

DEPARTMENT: TREASURY AND BUDGET

Core Functions
 Long term financial planning
 Financial management of the district
 Preparation of realistic & strategic budgets
 Ensure sustainable revenue collection & expenditure controls
 Asset management

KPA	Program me	Objectives	Project	Annual KPI	Key Performance Indicator Per Quarter				Budget @
					Q1	Q2	Q3	Q4	
Municipal Transformation and Organisational Development	Policy and Systems Development	To ensure functionality of all core municipal policies and systems.	Upgrading of financial system	MunSoft upgraded					Nil
			Upgrading/ installation of Supplier database system	Supplier database installed					Nil
		To ensure that all officials are empowered thorough continuous training and capacity building.	Review and development of financial policies and procedure manuals	No of policies and procedure manuals reviewed and developed					Nil
	Fleet Management		Development of fleet maintenance system	Fleet maintenance system developed	Appointment processes	Roll out of the project proposal	System in place	Implementation of the system	100, 000
	Skills Development		GRAP/GAMAP training	Employees undergone training on the following programme: - GRAP/GAMAP -National Competency level -Asset Management	Identification of skills gaps in line with the Work Skills plan	Ongoing referral of officials to trainings	Ongoing referral of officials to trainings	Ongoing referral of officials to trainings	573,500

				-Supply Chain Management -Payroll Administration -Fleet Management -Systems Administration -Revenue & Expenditure management -Tax administration -Budget Management					
Municipal Financial viability and Management	Financial Management	To promote sound financial management systems	Expenditure management	Turn around time taken to process payments					
			Asset management	Asset Register compiled					
	Budget Management	To ensure efficient and effective financial management	2009/10 IDP/Budget Process	2009/10 IDP/Budget reviewed and adopted	Development and adoption of the IDP/Budget process plan	Roll out of the IDP/Budget process	Draft IDP/Budget	Consultations and adoption of the	
	Financial Viability		Revenue Enhancement	Revenue enhancement strategy developed and implemented					3, 200,000
			Investment Management	Report on investment portfolio					
	Supply Chain Management		Logistics Management	Time taken to process orders and distribution of items					
			Demand Management	Preferential procurement policy in place					
			Acquisition management	Turn around time taken to process requests					
			Disposal Management	Disposal Assessment report					
			Risk and	Risk &					

			Performance Management	performance plan in place					
	Financial Accountability		Preparation of Annual Financial Statements	AFS in place	37,500	37,500	75,000		150 000
			Annual report	Annual report prepared					
			Quarterly Reports	Number of quarterly reports					
			Preparation of Monthly reports	Monthly reports prepared and submitted to relevant departments					
			Audit Reports	Number of audit queries resolved					

DEPARTMENT: TECHNICAL SERVICES

Core Functions
 Provisioning and maintenance of water and sanitation
 Provisioning and maintenance of energy
 Provisioning and maintenance of roads, storm water and transport
 Social facilitation of capital projects
 Project Management

K P A	Program me	Objective	Projects	Annual Key Performances Indicators/Tar gets	Key Performances Indicators/Targets Per Quarter				Budget
					Q1	Q2	Q3	Q4	
	WATER INFRASTRUCTURE PROJECTS	To provide acceptable, sustainable water services to RDP level.	MAGAKADI MENG WS	To complete reticulation	Appoint consultant , Scoping report,MIG Registration Design	Tender, Start Construction		<i>Completion</i>	3 058 333
		Phase 1 of BWS.	GROBLERS DAL/LUCKAU RWS REFURB	Pump station and supply line	Construction	Construction	Construction		1 800 000
		To augment water from Groblersdal WTW to reservoirs	GROBLERS DAL AUGMENTATION	BWS complete	Design , Tender , Start construction		Completion		4 500 000
		To provide acceptable, sustainable water services to 11 villages.	LEGOLANE NG BULK WATER SUPPLY	Phase 3 to be completed	Construction	Construction	Construction	Construction	
		To provide acceptable, sustainable water services to 11 villages.							

			LEGOLANE NG/LUCKA U	Completion of reticulation	Construction	Constructi on	Const ructio n		8 000 000
			LEGOLANE NG/STERKF ONTEIN	Completion of reticulation	Construction	Constructi on			3 000 000
			LEGOLANE NG SEPHAKU	Completion of reticulation	Construction	Constructi on	Const ructio n		6 000 000
			GROBLERS DAL UPGRADIN G WTW	Completion	Tender	Constructi on	Const ructio n		4 000 000
			ZAAIPLAAS BULK AND WRT	Completion	Appoint Consultant , Scoping report, MIG Registration Design	Tender	Const ructio n	Const ructio n	5 000 000
			KGAPHAMA DI	Completion	Construction	Constructi on	Const ructio n	Const ructio n	5 000 000
			STOMPO WS(BULK & COST RECOVERY)	Completion			Const ructio n		290 000
			GROBLERS DAL UPGRADIN G WTW GSDM	Completion	Tender	Constructi on	Const ructio n		7 000 000

	DWAF	Phase 1 of BWS	GROBLERS DAL/LUCKA U BULK SUPPLY	Pump station and supply line	Constructi on	Constru ction	Constru ction	Constru ction	19 000 000
		To provide acceptable, sustainable water services to 54 villages.	OLIPHANTS POORT SOUTH BWS ISRDP (PH 6)	To complete phase 6 C	Constructi on	Constru ction	Constru ction	Constru ction	10 000 000
		To provide acceptable, sustainable water services to 11 villages.	APEL WS	Completion	Appoint consultant , Scoping report, MIG Registratio n Design	Tender	Constru ction	Constru ction	3 000 000
		Extension of reticulation							
		To provide acceptable, sustainable water services to 11 villages.	GA SELEPE WS	Completion	Appoint consultant , Scoping report, MIG Registratio n Design	Tender	Constru ction	Constru ction	2 598 575
		Development of alternative source							
		Development of alternative source	TJIBENG WS	Completion		Constru ction			449 745
		To provide acceptable, sustainable water services to 11 villages.	STRYDSKR AAL BS	Completion	Appoint consultant , Scoping report ,MIG Registratio n Design	Tender	Constru ction	Constru ction	3 300 000
		Development of water treatmet works at Mooihoek	STRYDSKR AAL BS GSDM	Completion	Appoint consultant , Scoping report ,MIG Registratio n Design	Tender	Constru ction	Constru ction	4 000 000
		To provide acceptable, sustainable water services							

			MOGOBAN E WS	Completion	Appoint consultant , Scoping report,MIG Registratio n Design	Tender	Tender	Constru ction	R 1,900,0 00(MIG) ,
			LEBALELO SOUTHERN /REGIONAL WTW	Completion	Constructi on	Constru ction	Constru ction		14 000 000
			MASHAMOT ANE Reticulation Phase 3	Completion	Constructi on				734 610
			To provide acceptable, sustainable water services to 11 villages.	Completion	Constructi on	Constru ction			13 000 000
			MABOTSHA	Completion	Appoint consultant , Scoping report, MIG Registratio n Design	Tender	Constru ction	Constru ction	3 170 370
			MOKOBOLA	Completion	Appoint consultant , Scoping report,MIG Registratio n Design	Tender	Constru ction	Constru ction	4 078 980
			MORGEZO N	Completion	Appoint consultant , Scoping report,MIG Registratio n Design	Tender	Constru ction	Constru ction	536 300

			MOTLAILAN E	Completion	Appoint consultant , Scoping report,MIG Registratio n Design	Tender	Constru ction	Constru ction	414 625
			MONTSHAN A	Completion	Appoint consultant , Scoping report,MIG Registratio n Design	Tender	Constru ction	Constru ction	1 808 618
			MOOIHOEK/ STEELPOO RT WTW	MOOIHOEK/S TEELPOORT WTW	Constructi on	Constru ction	Constru ction	Constru ction	14 000 000
			BURGERSF ORT/STEEL POORT WWTW	To complete phase 1	Design	Tender	Constru ction	Constru ction	6 000 000
			MOOIHOEK TUBATSE RWS	Lay of 8 km of bulk line	Tender	Constru ction	Constru ction	Constru ction	5 000 000
			MOOIHOEK TUBATSE RWS GSDM	Lay of 8 km of bulk line	Tender	Constru ction	Constru ction	Constru ction	15 000 000
			MOOIHOEK /BURGERS FORT SUPPLY LINE-DWAF	Lay of 8 km of bulk line	Tender	Constru ction	Constru ction	Constru ction	13 000 000
		To develop a source for Moutse Implementatio n of cost recovery To provide acceptable, sustainable water services to 11 villages.	MOUTSE BW RETIC & COST RECOVERY	To license the abstraction	Water licence	Design	Tender	Constru ction	5 000 000
			LEEUFONT EIN RETICULAT ION REFUB	To install water meters	Constructi on				700 000

			MOTSELOPE	Completion	Appoint consultant , Scoping report,MIG Registration Design	Tender	Construction		355 880
			UPGRADE OF MARBLE HALL WTW PHASE	Completion	Appoint consultant , Scoping report,MIG Registration Design	Tender	Construction	Construction	4 800 000
			GA HLOPA W RETIC	Completion	Appoint consultant , Scoping report,MIG Registration Design	Tender	Construction	Construction	1 300 000
			GREENSIDE	Completion	Appoint consultant , Scoping report,MIG Registration Design	Tender	Construction		456 940
			MARBLE HALL REHAB	Completion	Design	Tender	Construction	Construction	3 600 000
			MAKGATLE WATER RETIC	Completion	Scoping report, Design	Tender	Construction	Construction	1 600 000
			MAMPHOKO WATER RETICULATION - GSDM	Completion	Scoping report, Design	Tender	Construction	Construction	3 600 000
			PULENG A & B WATER RETIC	Completion	Appoint consultant , Scoping report,MIG Registration Design	Tender	Construction	Construction	4 800 000

			JANE FURSE WS & RETIC COST RECOVERY PH 2	Completion	Registration	Design	Tender	Construction	1 000 000
			RATAU	Completion	Complete Scoping report,MIG Registration Design	Complete Scoping report,MIG Registration Design	Construction	Construction	3 000 000
			SEKWATI WATER RETIC	Completion	Appoint consultant , Scoping report,MIG Registration Design	Tender	Construction	Construction	
			NEBO PLATEAU BWS (JANE FURSE - LOBETHAL)	Completion of phase 1	Appoint consultant , Scoping report,MIG Registration Design	Tender	Construction	Construction	4 000 000
			NEBO PLATEAU BWS(CARBONATITES-ZAAIPLAAS)	To supply water	Appoint consultant , Scoping report,MIG Registration Design	Tender		Construction	1 500 000
			Nkadimeng regional water Supply Scheme	To complete phase 5	Construction	Construction	Construction	Construction	21 269 410
			MATHAPISA	Completion	Appoint consultant , Scoping report,MIG Registration Design	Tender	Construction		1 500 000

			GA MAILA MAPITSANE	Completion			Constru ction		786 000
			GA MOHLALA EXT RETIC	Completion	Appoint consultant , Scoping report,MIG Registratio n Design	Tender	Constru ction		666 750
			GA MOKGOADI EXT WATER	Completion	Appoint consultant , Scoping report,MIG Registratio n Design	Tender	Constru ction		267 750
			GA MAGOLEG O	Completion	Appoint consultant , Scoping report,MIG Registratio n Design	Tender	Constru ction		189 000
			NEBO PLATEAU(S CHOONOO RD - NKADIMEN G)	Completion of phase 1	Completi on of phase 1	Tender	Constru ction	Constru ction	6 000 000
			NEBO PLATEAU BULK WATER SUPPLY(CA RBONATITE S- ZAAIPLAAS)	To supply water	Appoint consultant , Scoping report,MIG Registratio n Design	Tender	Constru ction	Constru ction	
			SEKWATI WATER RETIC DWAF	Project 80% complete	Appoint consultant , Scoping report,MIG Registratio n Design	Tender	Constru ction	Constru ction	4 500 000

			STEELPOORT VERGELEG EN DWAF	Complete phase 1	Tender	Construction	Construction	Construction	6 000 000
		Improved sanitation system throughout the region of Sekhukhune.	STOMPO VIP	460 units	Appoint consultant , Scoping report,MIG Registration Design		Construction	Construction	3 000 000
		Improved sanitation system throughout the region of Sekhukhune.	SEPHAKU VIP	480 VIP units constructed	Appoint consultant , Scoping report,MIG Registration Design		Construction	Construction	3 000 000
		Improved sanitation system throughout the region of Sekhukhune.	JERUSALEMA VIP	680 VIP units constructed	Appoint consultant , Scoping report,MIG Registration Design		Construction	Construction	4 000 000
		Improved sanitation system throughout the region of Sekhukhune.	Improved sanitation system throughout the region of Sekhukhune	Project Completed	Tender	Construction	Construction		8 000 000
		Improved sanitation system throughout the region of Sekhukhune.	APEL SANITATION	Project Completed	Appoint consultant , Scoping report,MIG Registration Design		Construction	Construction	4 000 000
		Improved sanitation system throughout the region of Sekhukhune. Improved sanitation	GA SELEPE VILLAGE SANITATION	600 VIP units constructed	Appoint consultant , Scoping report,MIG Registration Design		Construction	Construction	3 570 000

			GA-NKWANA RURAL SANITATION	600 VIP units constructed	Appoint consultant , Scoping report,MIG Registration Design		Construction	Construction	4 000 000
			GA-NCHABELENG SANITATION	1000 VIP units constructed	Appoint consultant , Scoping report,MIG Registration Design		Construction	Construction	4 000 000
			SELALA SANITATION	770 VIP units constructed	Appoint consultant , Scoping report,MIG Registration Design		Construction	Construction	
			MOGANYAKA - WWTW	Project Completed	Appoint consultant , Scoping report,MIG Registration Design		Construction	Construction	2 500 000
			DICHOUNG VIP	215 VIP units constructed	Appoint consultant , Scoping report,MIG Registration Design		Construction	Construction	1 400 000
			LETEBEJANE VIP	138 VIP's constructed	Appoint consultant , Scoping report,MIG Registration Design		Construction	Construction	980 000
			VLAKPLAAS SANITATION	150 VIP's constructed	Appoint consultant , Scoping report,MIG Registration Design		Construction	Construction	2 275 000
			JANE FURSE	Start construction	Appoint consultant , Scoping report,MIG Registration Feasibility	Design	Tender	Construction	8 000 000

	COMMUNITY BUILDING	Construction of a Fire Station	EMLM EMERGENCY FIRE STATION - From DPLG	Completion	Construction	Construction			6 000 000
			TUBATSE EMERGENCY FIRE STATION - FROM DLGH	Completion	Construction				2 000 000
	ROAD INFRASTRUCTURE	Provision of Roads in Elias Motsoaledi LM	Marapong Lesehleng Access Road	Project completed	The Consultant appointed, preliminary designs completed and the project registered on MIG	Detailed Designs completed, and contract or appointed.	Construction progress to be at 50%	Construction progress to be at 100%	R 4 500 000
			Mmotwaneng Blydeplaas Road	Project completed	The Consultant appointed, preliminary designs completed and the project registered on MIG	Detailed Designs completed, and contract or appointed.	Construction progress to be at 65%	Construction progress to be at 100%	R 3 000 000
			Mohlamme Access Road	Construction of phase 1 of the Project (approximately 1,5Km completed)	The Consultant appointed, preliminary designs completed and the project registered on MIG	Detailed Designs completed, and contract or appointed.	Construction progress to be at 65%	Construction progress to be at 100%	R 3 000 000

			Thambo Streets	Project completed	Project registered with MIG, detailed designs completed and the contractor appointed	Construction progress to be at 20%	Construction progress to be at 70%	Construction progress to be at 100%	11 000 000
			Ngolovane Streets	Project completed	Project registered with MIG, detailed designs completed and the contractor appointed	Construction progress to be at 20%	Construction progress to be at 70%	Construction progress to be at 100%	R 5 000 000
			Elandsdorping Streets	Project completed	Project registered with MIG, detailed designs completed and the contractor appointed (R350,000)	Construction progress to be at 20% (R1 250,000)	Construction progress to be at 70% (Construction progress to be at 100%	R 7 000 000
			Road D4208-Lerajane to Tswereng	Construction of phase 1 of the Project (approximately 1,4Km completed)	Detailed designs completed and the contractor appointed	Construction progress to be at 20%	Construction progress to be at 70%	Construction progress to be at 100%	R 3 428 000
			Fetakgomo m Internal Road: Gankwana-Mashung	Project completed	Construction progress to be at 40%	Construction progress to be at 80%	Construction progress to be at 100%	Project to be handed over	3 500 000

			Road D4203-Ga-Nchabeleng to Matlala	Construction of phase 1 of the Project (approximately 1,2Km completed)	Detailed designs completed and the contractor appointed	Construction progress to be at 20%	Construction progress to be at 70%	Construction progress to be at 100%	2 003 440
			Pelengwe-Gamaisela	Completion of designs and documentation and ready for tender	Detailed designs completed	Documents ready for tender		Contractors invited for tender	R 1 700 000
			D4209 - Ga-Seroka to Mohlaletsi	Project completed	The project to be 100% completed	Project handed over			R 1 500 000
			Elandskraal Internal Roads	Project completed	The Consultant appointed, preliminary designs completed and the project registered on MIG	Detailed Designs completed, and contract or appointed.	Construction progress to be at 60%	Construction progress to be at 100%	R 4 265 025
			Marishane Access Road	Project completed	The Consultant appointed, preliminary designs completed and the project registered on MIG (R400,000)	Detailed Designs completed, and contract or appointed. (R800,000)	Construction progress to be at 65% (R1 600,000)	Construction progress to be at 100%	R 3 300 000

			Sekwati Mamone Road	Construction of phase 1 of the Project (approximately 2,0Km and a bridge completed)	Detailed designs completed and the contractor appointed	Construction progress to be at 20%	Construction progress to be at 70%	Construction progress to be at 100%	10 000 000
			PhaahlaManoge Bridge	Project completed	The Consultant appointed, preliminary designs completed and the project registered on MIG	Detailed Designs completed, and contract or appointed.	Construction progress to be at 75%	Construction progress to be at 100%	R 3 000 000
		Provision of roads in Greater Tubatse LM	Construction of road in Greater Tubatse	Project completed	Project completed	Detailed Designs completed, and contract or appointed.	Construction progress to be at 50%	Construction progress to be at 100%	R 15 000 000
		Operation and Maintenance of Roads	Routine Operation and Maintenance of different roads in the district	Responding to roads needing O&M	Advertise and appoint the Service Providers on terms contract	Respond to the roads needing O&M	Respond to the roads needing O&M	Respond to the roads needing O&M	R 7 235 799
	ELECTRICITY INFRASTRUCTURE	Provision of electrification infrastructure in Makhuduthamaga LM in an attempt to reduce the backlog	Electrification of cluster 2	1786 households electrified	The Consultant appointed, and detailed designs completed	The Contractor appointed and 20% construction progress	Construction at 80% progress	Project completed and energised	R 11 719 160
			Electrification of cluster 3	1431 households electrified	The Consultant appointed, and detailed designs completed	The Contractor appointed and 20% construction progress	Construction at 80% progress	Project completed and energised	R 9 389 764

			Electrification of cluster 4	2011 households electrified	The Consultant appointed, and detailed designs completed	The Contract or appointed and 20% construction progress	Construction at 80% progress	Project completed and energised	R 13 195 538
			Electrification of cluster 5	1247 households electrified	The Consultant appointed, and detailed designs completed	The Contract or appointed and 20% construction progress	Construction at 80% progress	Project completed and energised	R 8 182 415
	PUBLIC FACILITIES	To provide public facilities to meet the communities Basic and developmental needs, as well as enhancing LED	Jabulani Sewing and Welding Project	Project completed	Inviting and appointing the Service Provider as a turn-key project	Project to be at 20% progress	Project to be at 90% progress	Project to be completed and handed over	R 800 000
			Tshimanyane Taxi Rank	Project completed	The Consultant appointed, preliminary designs completed and the project registered on MIG	Detailed Designs completed, and contract or appointed.	Construction progress to be at 50%	Construction progress to be at 100%	R 2 000 000
			Ga Nkoana Sports Complex	Project completed	Inviting and appointing the Service Provider as a turn-key project	Project to be at 30% progress	Project to be completed and handed over		R 800 000

			Apel Taxi Rank	Project completed	Invite Contractor s to site inspection and give quotations on the work to be done	Contract or appointed and project at 20% progresses.	The project completed and the hawker stalls operational		R 100 000
			Apel Cross Taxi Rank	Project completed	Prepare and approve a Variation Order for addressing the stormwater problems at the rank	Construction for stormwater control completed, and the project handed over.			R 151 146

	Free Basic Water & Electric Provision	To provide free basic water to indigents	Free Basic Water	<p>To provide all the indigent with free basic water</p> <p>To provide all community with free basic water as per the policy</p> <p>To provide all community with free basic water as per the policy</p> <p>To collect revenue from villages where the system is in place and we can implement</p> <p>cost recovery immediately.</p>	<p>Provision of 6kl free basic water per month to indigent at areas that have meters. (R 897 810)</p> <p>Paying electricity accounts and purchasing of diesel/fuel. (R 500 000.00)</p> <p>Supplying community with water through tankering. (R 4 057.360.00)</p> <p>identification of potential area, updating indigent register, training assessment report of identified trainees and awareness. (R 300 000.00)</p>	<p>Provision of 6kl free basic water per month to indigent at areas that have meters. (R 897 810)</p> <p>Paying electricity accounts and purchasing of diesel/fuel. (R 500 000.00)</p> <p>Supplying community with water through tankering. (R 4 057.360 .00)</p> <p>identification of potential area, updating indigent register, training assessment report of identified trainees and awareness. (R200 000.00)</p>	<p>Provision of 6kl free basic water per month to indigent at areas that have meters. (R 897 810)</p> <p>Paying electricity accounts and purchasing of diesel/fuel. (R 500 000.00)</p> <p>Supplying community with water through tankering. (R 4 057.360 .00)</p> <p>identification of potential area, updating indigent register, training assessment report of identified trainees and awareness. (R100 000.00)</p>	<p>Provision of 6kl free basic water per month to indigent at areas that have meters. (R 897 810)</p> <p>Paying electricity accounts and purchasing of diesel/fuel. (R 500 000.00)</p> <p>Supplying community with water through tankering. (R 4 057.360 .00)</p> <p>identification of potential area, updating indigent register, training assessment report of identified trainees and awareness. (R100 000.00)</p>	<p>R 2 000 000.00</p> <p>R 16 229 440.00</p> <p>R 700 000.00</p>
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				Council Approved policy	Policy approval by council (R0 000)	Policy approval by council (R0 000)			
				Council Approved strategy	Strategy approval by council (R0.0)				
	Functiona l Support Msibamb ane- Depot	To capacitate GSDM Technical services to carry out its mandate of service delivery effectively as WSA	Masubamba ne theme 3	Council Approved strategy	appointme nt of consultant s and developm ent of the strategy(R 50 000.00	Develop ment of the compre hensive strategy (R 200 000)	Review approval of the strategy (R150 000)		R 350 000.00
				Capacitated water division and entity	Re- appointem ent of similar PSPs to continue with Managem ent Capacitati on Complete Alignment of Policies and By- Laws) (R400 000.000)	Re- appoint ment of similar PSPs to continue with Manage ment Capacit ation Comple t Alignme nt of Policies and By- Laws) (R400 000.000)	Manage ment Support to WSD (R400 000.000)	Manage ment Support to WSD (R400 000.000)	R 1 600 000.00

				Council Approved strategy	Review and approval by council (R30 000.00)				R30 000
				Council Approved Policy	Review and approval by council (R30 000.00)				R 30 000
				Council Approved strategy	Review and approval by council (R0.00)				
				Updated and Approved document	Review and approval by council (R0.00)	Review and approval by council (R100 000.00)			R 300 000
					Updating & Aligning the Document With IDP (R200 000.00)				
	Refurbishment	Water services infrastructure transferred from DWAF are refurbished and operational.	Refurbishment of Water Scheme and Treatment Works	completion 07/08 and 08/09 financial year projects.	Project Planning, design and Land Acquisition (R800 000.00)	Refurbishment Project implementation (R 3 200 000.00)	Refurbishment Project implementation (R 3 200 000.00)	Refurbishment Project implementation (R 3 200 000.00)	R 10 400 000.00
	Scheme-Operation and Maintenance	Water services infrastructure are Maintained and operated in sustainable manner.	Operation and Maintenance	Functioning Water Division Customer Care Centre.	Attending to O&M as and when required. Draft audit report in place (R 32 218.00)	Attending to O&M as and when required. Draft audit report in place (R 32 218.00)	Attending to O&M as and when required. Draft audit report in place (R 32 218.00)	Attending to O&M as and when required. Draft audit report in place (R 32 218.00)	R 7 799 718.00

	DWAF-Scheme	Water services infrastructure are Maintained and operated in sustainable manner.	Operation and Maintenance	Functioning Water Division Customer Care Centre.	Attending to O&M as and when required. Draft audit report in place (R 5 834 575.00)	Attending to O&M as and when required . Draft audit report in place (R 5 834 575.00)	Attending to O&M as and when required . Draft audit report in place (R 5 834 575.00)	Attending to O&M as and when required . Draft audit report in place (R 5 834 575.00)	R 5 834 575.00
	Service Level Agreements	Formalisation of the WSP arrangements	Management of Service Level Agreements	Institutionalising and Monitoring the implementation of SLA's (R0.0)	Institutionalising and Monitoring the implementation of SLA's (R0.0)	Institutionalising and Monitoring the implementation of SLA's (R0.0)	Institutionalising and Monitoring the implementation of SLA's (R0.0)	Institutionalising and Monitoring the implementation of SLA's (R0.0)	
	Implementation of drought relief projects at villages where there is either no infrastructure on water source	Implementation of drought relief projects at villages where there is either no infrastructure on water source	Drought Relief	Purchasing of seven water tankers for five local municipalities.	Issue tender adverts and appoint service providers for the provisioning of tankers. (3 500 000.00)	Designate tankers and drivers to the local municipalities (R0.0)			R 3 500 000.00
	MIG Programme/DWAF	Eradication of backlog by providing basic services.	Capital projects	Infrastructure of R 210.1 million will be constructed including bulk infrastructure	R59 million to be spent. Continuation of construction on implemented projects; advertisement for new service providers	R49 million to be spent. Continuation of construction on implemented projects; appointment of new service providers and new sites handover	R43 million to be spent: Continuation of construction on implemented projects: Completion and handover of some projects	R34 million to be spent. Continuation of construction on implemented projects. completion and handover and advertisement of new service provider	R 210.100 000

	Electricity program me	Reduction of backlog	various electricity projects	Electricity infrastructure to the value of R 70 million to be constructed.	Identificati on of villages within the municipalit y together with Eskom, signing the lease agreement with eskom for the municipalit y to implement and specificati on of the mass light for mouste.				
	Non Motorised Transport plan	Redress the relative neglect of non motorised as wel as intermediate motorised transport	Non motorised transport plan	To response to rural access challenges(lear ners walking to school, invisible donkey carts	finalization of the status quo,projec ts identificati on and prioritasati on, consolidati on and submissio n of the draft report.(R 150 000	approva l by council			R 150 000
	Operation and maintena nce of roads	Roads and storm water infrastructure are Maintained and operated in sustainable manner.	Operation and Maintenance	Easy access roads in the district, Paving of streets	Attending to O&M as and when required. Identificati on of various projects, to be implement ed	Attending to O&M as and when required . appoint ment and impleme ntation of identifie d projects	Attending to O&M as and when required	Attending to O&M as and when required	R10 000 000

	Develop- ment of Transport Policy	To have operation and management plan for all the public transport facilities in the district	Transport policy	The policy approved by council	preparatio n of TOR, invitation of proposal, evaluation and appointme nt(R30 00 0	consulta tion with stakehol der(R 70 000	operatio n and manage ment model,C onsiloda tion and submiss ion of the report(R 160 000	draft report and approva l by council(R90 000	R350 00 0
	IGR	To fully implement the district wide IGR protocol framework	Intergovern mental Relation (Technical cluster)	IGR meetings taking place as planned(month ly)	Monthly meeting with sector departmen t and cluster meeting (R 12 500	Monthly meeting with sector departm ent and cluster meeting (R 12 500	Monthly meeting with sector departm ent and cluster meeting (R 12 500	Monthly meeting with sector departm ent and cluster meeting (R 12 500	R 50 000

8. Integration phase

This chapter reflects a summary of the various sector plans that the district has developed. The integration phase serves to ensure that all proposed projects and programmes are in line with the existing sector plans.

The integration process requires that all sector plans are in place. The following are the existing sector plans which have been developed by the district municipality:

8.1 Spatial Development Framework

An Integrated Spatial Development Framework (ISDF) is a key element in the integration of development processes applicable to different sectors. It has an important role of providing strategic guidance in respect of the location, direction of development and nature of development within the municipality as well as to reflect the desired- spatial form of the municipality.

The framework indicates the need to integrate the urban and rural areas which must be considered a priority by Sekhukhune District Municipality. The development needs of both urban and rural areas need to be addressed so that planning for delivery in one area does not happen at the detriment of the other.

The Integrated Spatial Development Framework has an important role to play towards the facilitation and reinforcement of the intervention scenario and towards the promotion of the best interests of the people of Sekhukhune District. Since there is a strong expectation that larger settlements are likely to grow at the expense of small settlements, particularly those along the mining corridors, the Spatial Development Framework should be used to promote the intervention scenario.

The argument is that if priority areas for future development are identified, then special attention should be given to these growth points. This will enable municipalities to upgrade the existing infrastructure levels to support development at these nodes. All the growth points and population concentration points should, however, be prioritised on local as well as district municipality level to guide decision making on large infrastructural investment programmes (e.g. bulk water supply schemes which involve dams, etc.).

With the prioritisation of nodes (e.g. growth points and population concentration points) other infrastructural projects and social amenities should be extended to small settlements around the growth points. A programme to develop small villages should also be developed to ensure that they are not neglected.

The development of corridors has been identified as one of the potential instruments available to restructure the settlements into robust and efficient areas. Corridors are linear tracts of land between growth points that contain a variety of transportation modes especially public transport, and a variety of intense and dense land uses.

According to the district's SDF, the spatial vision, is to ensure integrated spatial planning, sustainable land use management and stimulation of economic development through:

- Exploiting existing economic potential of the District
- Providing a framework for sustainable land use management
- Development of sustainable and integrated spatial planning
- Facilitation of land reform programmes implementation
- Integrated development planning

Spatial development objectives and strategies

The Municipal Planning and Performance Management Regulations, 2001 indicates that a municipality must formulate objectives that reflect the desired spatial form of the municipal area and formulate strategies and policies regarding the manner in which to achieve such objectives.

Table 63: Spatial development objectives and strategies

Spatial Development objectives and strategies	
Objectives	Strategies
To guide long term sustainable spatial development.	<ul style="list-style-type: none"> The Spatial Development Framework should promote a desired spatial pattern for the district. Land Use Management System (LUMS) need to be formulated to operate as an instrument indicating desired land uses, direction of growth and priority development areas. Local Municipalities should be encouraged to undertake ISDF and LUMS for their areas.
To play an active supportive role in the land reform programmes	<ul style="list-style-type: none"> Land reform projects should be identified and mapped as they are crucial in rural development. They should be linked to other LED projects in the area. The process of land claims and formalisation of land in rural areas must be fast tracked.
To ensure that housing development is physically, economically and socially integrated	<ul style="list-style-type: none"> The hierarchy of settlement provided in this ISDF must be utilised in the provision of houses. Areas with development potential in rural areas should receive high level of community facilities and infrastructure. LED project must be encouraged in these villages. Promote housing development along the identified corridors and discourage green field development in rural areas.
To attract investment towards the economic potential of Sekhukhune	<ul style="list-style-type: none"> Investments can be promoted in areas with potential for growth and job creation provided that essential infrastructure and skills development interventions are made. These areas should be aligned with the cluster development proposals for Sekhukhune that are contained in both Mpumalanga and Limpopo Growth and Development Strategies.

For proper development in all the growth points the following needs to be done:

- Land identification for development
- Appropriate services and infrastructure to meet the demands of residential and business
- Land use management systems
- Capacity to monitor and manage development in the area
- Master planning of the areas
- Densification of existing villages
- Discouraging sprawling of villages without economic base
- Promotion of LED projects in these areas

8.2 Local Economic Development Plan

The plan is based on identified development needs, opportunities and comparative advantages of the area, and guides the District Municipality to create and facilitate economic development, unlock the latent economic development potential, encourage private sector investment and job creation.

The plan is to be used as a tool by the District Municipality to ensure the dedicated and effective utilisation of available resources to promote local economic development in a proactive and dynamic manner.

Implementation of this LED strategy urges (1) the need to establish the proposed institutional drivers. These establishments need to be accompanied by (2) a political ambition to ensure success. This ambition can be initiated and developed through the inclusion of all interested and affected parties, stakeholders and role players during the planning and implementation phases. By including all of these

(3) a political will, interest and communication are stimulated which, all together will contribute in the success of the strategy.

Another important aspect for successful implementation is (4) to ensure that all involved take ownership of the programmes and projects. Without the taking of ownership of a programme and/or project, success cannot be seen at the end of the tunnel. It is also important (5) to incorporate the monitoring and evaluation elements of the strategy into the performance management system of the Greater Sekhukhune District Municipality, to ensure accountability and responsibility for implementation and will eradicate potential conflicts.

8.3 Integrated Waste Management Plan

The purpose of this Integrated Waste Management Plan (IWMP) is to enable Sekhukhune to progressively develop an Integrated Waste Management System (IWMS) capable of delivering waste management services to all households and businesses.

Implementation requires that Sekhukhune move away from traditional “end of pipe” solutions (the dominant practice in South Africa) that focus on waste after it has been generated: Collection – Transport – Land-filling.

National policy requires municipalities to implement an IWMS where the focus is on prevention and minimisation of waste, recycling of waste and treatment that is able to reduce the potential harmful impacts of waste. Only after these efforts, should remaining waste be disposed of at a landfill.

Integrated Waste Management is based upon waste generators acting responsibly by separating their waste at source (the point of generation) and then properly recycling, storing and disposing of the different parts of the waste. Government must ensure that there is waste management service delivery system providing a network of collection and disposal options so that generators can effectively exercise their responsibilities. Thus, Integrated Waste Management combines personal responsibility with government service delivery. Appropriate education and training is required for everyone.

A key element of the IWMS is home use of organic waste (composting or animal feed) as this eliminates the need for collection, transport, treatment and disposal of as much as 50% of the waste stream.

Non-organic recyclable material, when separated at source has higher value, is more easily routed to end users and can be recovered at a far higher efficiency rate than when it is salvaged at a landfill site. In the IWMS will create new forms of safe employment with better remuneration while education and training enables salvagers to take advantage of new career path.

8.4 Financial Plan

In terms of section 26(h) of the Municipal Systems Act, a financial plan must include a budget projection for at least three years

Budget Projections for financial year 2008/09 - 2010/2011

Dept	Co de	ORIGINAL BUDGET 2007/08	ACTUAL 28 feb 08	Estimate 2008/09	Estimate 2009/10	Estimate 2010/11
	SUMMARY - INCOME					
	OPERATIONAL INCOME, INCL GRANTS	262,339,748	0	366,573,935	379,260,227	365,514,557
	CAPITAL PROJECTS - MUN INFRAST GRANT	192,981,000	0	237,315,065	305,506,773	226,508,763
	GSDM- CARRY OVER FROM ACCUMULATED SURPLUS	-33,431,154				
	GSDM- CARRY OVER FROM ACCUMULATED SURPLUS					
	UNSPENT MIG FUND	0	0	0	0	
	DLGH(FIRE STATION)	-10,200,000	0	0	0	
	DWAF	-24,300,000	0	-61,000,000	0	
	PREMIER'S OFFICE GRANT	-12,805,000	0	0		
	GSDM- CARRY OVER FROM ACCUMULATED SURPLUS	178,889,107	0		0	0
	TOTAL INCOME	714,946,009	0	0	684,767,000	592,023,320
	SUMMARY - EXPENDITURE					
	OPERATING EXPENDITURE	286,871,005	9,078,004	299,887,097	292,839,915	311,158,426
	CAPITAL EXPENDITURE	8,952,952	0	61,202,000	68,195,000	20,680,750
	INFRASTRUCTURE EXPENDITURE	419,091,027	130,003,131	295,379,266	210,169,537	130,662,068
	TOTAL EXPENDITURE	714,914,984		656,468,363	571,204,452	462,501,244
	(SURPLUS) / DEFICIT	-31,025	0	-8,720,637	113,562,548	129,522,076

	SUMMARY PER STANDARD ITEM					
	SALARIES	97,803,971	30,551,456	118,099,522	110,067,056	109,455,865
	COUNCIL ALLOWANCE	4,747,910	3,207,714	5,319,116	5,638,263	6,032,942
	GENERAL EXPENSE	112,368,123	46,580,121	107,913,641	103,657,634	103,089,597
	REPAIRS AND MAINTENANCE	62,033,000	14,084,150	60,554,817	52,071,534	54,206,043
	RESERVES	9,918,000	0	8,100,000	20,672,396	37,589,636
	TOTAL	286,871,005	94,423,441	299,887,097	292,106,884	310,374,082
	EXPENDITURE SUMMARY - OPERATING BUDGET					
10	COUNCILLOR'S ALLOWANCE	5,827,910	3,640,177	6,639,116	7,018,263	7,509,542
11	MAYOR'S OFFICE	19,805,557	0	28,470,739	25,116,095	25,632,695
30	MUN MGR. & STRATEGIC MANAGEMENT	13,916,183	0	16,971,464	19,669,091	21,022,601
40	CORPORATE SERVICES	5,246,896	3,737,955	5,635,935	5,990,035	6,212,127
43	HUMAN RESOURCE	8,701,025	0	10,503,349	11,482,753	12,056,890
44	FLEET AND PROPERTIES	8,170,000	137,819	8,910,000	8,821,358	9,761,583
50	TREASURY	20,839,468	22,949	23,097,123	26,151,745	22,075,641
60	DATA PROCESSING	4,846,862	32,568	7,506,699	7,733,353	8,141,319
70	PLANNING AND DEVELOPMENT	17,020,425	6,858	17,860,891	9,336,104	3,418,772
80	TECHNICAL SERVICES	6,434,618	124,376	1,055,264	1,107,065	454,264
81	WATER AND SANITATION	127,791,518	1,072	128,370,859	104,315,979	109,900,328
82	ROAD, TRANSPORT & ELECTRICITY	14,182,807	533,757	11,425,300	14,467,871	14,709,243
83	PMU	3,068,000	676,791	4,087,347	4,369,391	4,785,091
90	RESEARCH & KNOWLEDGE MANAGEMENT	0	110,350	2,687,012	2,353,907	2,513,021
93	HEALTH SERVICES	12,112,580	31,137	3,315,879	7,849,112	8,170,919
94	PUBLIC SAFETY	6,656,534	22,195	11,996,388	12,881,171	13,514,491
95	SPORTS AND RECREATION	1,382,400	0	2,120,178	2,349,789	2,478,748
96	COMMUNITY SERVICES	950,222	0	1,290,919	1,154,439	1,211,515
50	TRANSFER TO RESERVES	9,918,000	0	8,100,000	20,672,396	37,589,636
	TOTAL	286,871,005	9,078,004	299,887,097	292,839,915	311,158,426
	EXPENDITURE SUMMARY - CAPITAL					

BUDGET						
666	Sekhukhune offices			50,000,000	50,000,000	20,000,000
680	MAYOR'S OFFICE	0	0		0	0
	MUN MGR. & STRATEGIC MGT	0	0	0		0
689	ADMINISTRATION & SECRETARIAT	0	0	350,000	0	0
698	FLEET MANAGEMENT & FACILITIES	2,150,000	0	300,000	800,000	350,000
684	TREASURY	0	0	0	0	0
685	DATA PROCESSING	350,000	0	400,000	465,000	0
687	PLANNING AND DEVELOPMENT	0	0	0		0
686	TECHNICAL SERVICES	0	0	0		0
675	WATER AND SANITATION	2,652,952	0	1,252,000		0
677	ROAD, TRANSPORT & ELECTRICITY	0	0	0	0	0
690	COMMUNITY SERVICES	500,000	0	0	0	0
	HEALTH SERVICES	0	0	0	0	0
674	PUBLIC SAFETY	3,300,000	0	8,900,000	16,930,000	0
673	SPORTS AND RECREATION	0		0	0	330,750
TOTAL		8,952,952	0	61,202,000	68,195,000	20,680,750
	EXPENDITURE SUMMARY - INFRASTRUCTURE PROJECTS	ORIGINAL BUDGET	ACTUAL 28 feb 08	Estimate	Estimate	Estimate
		2007/08		2008/09	2009/10	2010/11
WATER PROJECTS						
610	GROBLERSDAL MUNICIPALITY	101,972,285	36,247,205.88	34,900,000	31,047,000	20,000,000
620	FETAKGOMO MUNICIPALITY	41,614,600	22,803,290.89	18,103,875	29,044,402	6,638,650
630	TUBATSE MUNICIPALITY	84,784,715	35,502,287.62	89,008,893	21,000,000	15,000,000
640	MARBLE HALL	22,946,500	3,042,399.36	7,112,820	23,200,000	3,000,000
650	MAKHUDUTHAMAGA MUNICIPALITY	36,050,000	8,257,252.38	74,589,100	78,483,125	56,410,476
		287,368,100	105,852,436	223,714,688	182,774,527	101,049,126
SANITATION						
611	GROBLERSDAL MUNICIPALITY	2,000,000	830984.46	11,309,000	12,350,000	4,198,100
621	FETAKGOMO MUNICIPALITY	0	0	8,257,515	0	13,414,842
631	TUBATSE MUNICIPALITY		0	0	0	0
641	MARBLE HALL	3,054,140	2678978.13	4,880,000	0	0

651	MAKHUDUTHAMAGA MUNICIPALITY	0	18898.35	10,903,623	15,045,010	12,000,000
			0		0	0
		5,054,140	3528860.94	35,350,138	27,395,010	29,612,942
	ROADS					
614	GROBLERSDAL MUNICIPALITY	0	562,179.00	0		
621	FETAKGOMO MUNICIPALITY	18,722,400	5273586.53	24,651,440	0	0
	TUBATSE MUNICIPALITY	5,000,000	0	0		0
642	MARBLE HALL	0	0	0		0
651	MAKHUDUTHAMAGA MUNICIPALITY	0	0	0	0	0
		23,722,400	5835765.53	24,651,440	0	0
	COMMUNITY BUILDING					
613	GROBLERSDAL MUNICIPALITY	18,600,000	9636264.36	7,400,000	0	0
623	FETAKGOMO MUNICIPALITY	1,256,561	373863.72	1,550,000	0	0
633	TUBATSE MUNICIPALITY	11,480,058	3449664.82	0	0	0
644	MARBLE HALL	1,458,622	1231871.73	2,000,000	0	0
654	MAKHUDUTHAMAGA MUNICIPALITY	151,146	94404.2	713,000	0	0
665	SPORTS COMPLEX		0	0		0
		32,946,387	14786068.83	11,663,000	0	0
	GENERAL					
660	MUNICIPAL INFRASTRUCTURE ELECTRICITY PROJECTS	70,000,000	0	0		
					0	
	TOTAL INFRASTRUCTURE PROJECTS	419,091,027	130,003,131	295,379,266	210,169,537	130,662,068
	MIG	192,981,000	0	237,315,065	169,047,000	169,047,000
	DWAF	24,300,000	0	0		
	PREMIER	12,805,000		0		
	DLGH	10,200,000	0	0		
	GSDM	178,805,027	0			
	DWAF-BULK INFRASTRUCTURE			-61,000,000	-73,000,000	-30,000,000
	TOTAL BUDGET PER FUNDING SOURCE	419,091,027	0	298,315,065	169,047,000	169,047,000

Alternative solutions

The Feasibility Study describes two options for the waste management system in Sekhukhune. Only option 2 contains key elements for an IWMS. Option 1 presents a strategic with “end of pipe” services and shows the potential costs of waste management in Sekhukhune without incorporating integrated strategies.

An overview of all options is shown in the table below.

Table 64: Strategy options

	Core elements Waste Management Strategy			Integrated strategies	
	Collection	Transport	Disposal	Recycling	Treatment
Option 1	House to house service provided by the Municipality	Operation of collecting points and transport with trucks and donkey carts (rural areas) provided by the Municipality	Rehabilitation and/or operation of 7 landfill sites according to DWAF's MR Rehabilitation and closure of 15 dumpsite	On the landfills by private contractors	No composting MBWT may be considered

Overview of feasibility options

These projects have two fundamental economic flaws.

- Income is derived from the sale of salvaged recyclables only. The value gained by the municipality in reduced land fill costs is not seen as linked to the project and the salvagers do not receive any portion of this value.
- In end of pipe salvaging, waste is first mixed at source and then transported by the municipality to the land fill where it then has to be separated and transported once again. The added costs significantly reduce the revenue available to the salvagers.

8.5 Water Services Development plan

Residential consumers of water

- 42% of Rural consumer units are below the RDP standard;
- 100% of Rural farmland units are estimated to be below the RDP standard;
- Although no reliable information is available it is estimated that 90% of rural scattered and 20% of rural dense consumer units are below the RDP standard.

Residential consumers of sanitation

The following situation exists within rural areas:

- Rural Dense: 40% below the RDP standard;
- Rural Village: 75% below the RDP standard;
- Rural Scattered: 90% below the RDP standard;
- Rural Farmland: 95% below the RDP standard.

Future trends and goals

- The goal of the Sekhukhune WSA is to provide everyone with an adequate and reliable supply of water and to manage the water supply services in an affordable, equitable and sustainable manner.
- The target is that 30% of the RDP backlog in water supplies and 50% O and M deficiencies are to be eliminated by Dec 2008. 100% coverage should be achieved in 2012.
- The sanitation target is to eliminate 30% of the backlog by 2010, 50% by 2015 and 100% by 2016.

- VIP latrines (properly designed and constructed including **fly-screens**) will be the standard solution to sanitation for most consumers outside the defined Growth Points, including low cost housing schemes.
- The RDP backlog and O and M deficiencies in water-borne sanitation systems are to be eliminated by Dec 2008 and on-site dry installations, VIP latrines, are to be provided to all households by Dec 2016.
- On-site monitoring of Groundwater is to be instituted on all Groundwater Supply Schemes that have on-site sanitation by 2015.

Strategic gap analysis

- Monitoring of water supply quality is to be introduced on all schemes. Data to be collected on a Sub-Scheme basis. Little or no data is currently available.
- Ground water quality is to be implemented on all groundwater schemes where there is on-site sanitation (dry or wet). No data is currently available.
- Lack of a single data base for water schemes.
- Groundwater data being held up due to non – submission of GRIP data base.
- Transfer of Schemes and ex. DWAF staff to WSA and local Wasps is proving to be problematic, due in part to an oversupply of unskilled operational personnel on the one hand and a shortage of skilled personnel, engineers, technicians and scientists on the other.
- Shortage of engineers and technicians to design, implement, manage, monitor and evaluate schemes.

Implementation strategy

- An O and M budget allocation for on-going refurbishment and defective and badly maintained infrastructure has been allowed.
- Focus will be placed on labour-intensive construction methods for refurbishment, maintenance and water supply projects.
- A water demand management programme is to be initiated.
- The sanitation programme to be increased to meet the sanitation targets of 13 068 units per year.
- Abstraction rates and water quality to be monitored for all groundwater resources.
- Effective control of discharges from all WWTW within SDM to be developed and initiated.
- A management model to be developed for the 546 villages, over 40 sub-water scheme areas and thousands of boreholes within the SDM. The fundamental approach for SDM must be decided within the Section 78 process.

8.6 Disaster management plan

The main purpose of the Disaster Management Plan (DMP) is *inter alias* to implement appropriate disaster risk reduction measures to reduce the vulnerability of communities and infrastructure at risk. The DMP is in line with national policy (National Disaster Management Framework), which requires the following:

- The compilation of a Disaster Management Framework (policy).
- The execution of a detailed disaster hazard, vulnerability and risk assessment.
- The compilation of disaster risk reduction measures.
- The compilation of appropriate Standing Operating Procedures (SOP's).
- Establishment of a District Disaster Management Centre (DDMC).
- Establishment of a Disaster Management Advisory Forum.
- Capacity Building, training and awareness programmes.

Hence, to accommodate the above-mentioned requirements, the DMP for Greater Sekhukhune District Municipality (GSDM) comprises various plans, namely;

- District Disaster Management Framework (policy).
- Disaster Hazard, Vulnerability and Risk Plan.
- Disaster Risk Reduction Plan.
- Disaster Response and Recovery Plan (SOP's and checklists).
- District Disaster Management Centre Plan.

- Guidelines to establish the Disaster Management Advisory Forum and Volunteer Contingent.

8.7 Performance Management System

The GSDM is in the process of institutionalising the Culture of Performance Management among its Political Office Bearers, Councillors and its Administration. It is aimed at ensuring that the GSDM's affairs are administered in an economical, effective, efficient and accountable manner.

PMS will run for a full cycle from 1 July up to the 30th June and thereafter the cycle will be repeated every year on the basis of this Policy as amended from time to time.

Performance Management System and the IDP process are seamlessly integrated. Whereas the IDP fulfils the planning stage of Performance Management, Performance Management intern fulfils the implementation management, monitoring and evaluation of the IDP (SALGA Performance Management Series Volume 1. 2005:13)

This Framework represent the Performance Management System used in GSDM and describes how the Municipality's cycle and processes of performance planning, monitoring, review, measurement, reporting and improvement will be conducted, organized and managed, and determine the roles of the different players according to Section 7 (1) of the Local Government: Municipal Planning and Performance Management Regulations 2001 and Chapter.

The Framework is an authoritative manual intended to guide the implementation of Performance Management System for 2006-2011 IDP cycle.

The objective of institutionalising a Performance Management Framework is to serve as a primary mechanism to:

- Enable GSDM to Plan, Monitor, Measure Report, and Review and Improve Organisational, Departmental and Individual Performance.
- Facilitate the creation of a performance culture and improve service delivery through the successful implementation of PMS.
- Improve the implementation of the IDP.
- Ensure integration and alignment of programmes across municipalities, departments and other sphere of Government.
- Promote accountability between various stakeholders.
- Help the municipality to improve Service delivery through the development of effective PMS.
- Alert the organisation of failure to achieve the objectives of the IDP and government commitments.
- Develop meaningful interventions mechanisms to address failure.
- Create a culture of best practice and encourage shared learning among stakeholders.

The key performance management issues that will be a point of focus for 2007/08 in implementing the PMS include:

- Development and signing of performance agreements by assistant managers
- Cascading of performance agreements to all staff by developing performance workplans;
- Implement Electronic System for performance management;
- Adhering to In-year reporting requirements;
- Involvement of communities in the performance management system (launching of service standards, customer care desk, community satisfaction surveys, alignment of mayoral roads to quarterly reviews to report on progress.

9. Conclusion

It is required that sector plans should be reviewed annually with the IDP in order to incorporate new changes and developments in the district. The district is currently reviewing the Water Services Development Plan, District Spatial Development Framework, and also developing the Environmental Management Plan as well as Air Quality Management Plan.

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